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FINANCIAL TIMES

EASTERN EUROPE
Limited capacity to absorb investment
Page 3

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World News

Iraq ordered 'gun aiming device' from UK company

New evidence emerged to support claims by UK Customs and Excise officials that British companies had made parts of a huge gun for Iraq. Walter Somers, a company in the West Midlands of England, was reported to have received an order this month for a computer which might have been a gun aiming device. Page 22

US hints at freeze

US President George Bush is considering a freeze on US-Soviet trade and economic pact if Moscow carries out its threat to cut natural gas and oil supplies to Lithuania. Page 22

Unesco shunned

The White House decided that the United Nations Educational, Scientific and Cultural Organisation, because it wasted money and was poorly managed. Page 22

Ortega hints at delay

Nicaraguan President Daniel Ortega has hinted at a delay in the signing of a peace treaty with the Sandinista rebels, hinting that he was considering postponing the April 25 handover. Page 6

Nepal PM sworn in

Mr Krishna Prasad Bhattarai of the Nepali Congress is to be sworn in as Nepal's new Prime Minister at the head of an 11-member coalition Government, the first to be formed on a party basis for 30 years. He said elections would be held within a year. Page 4

150 die in India

At least 150 people died of food poisoning in East Uttar Pradesh, in northern India after a community feast at an engagement ceremony. Press Trust of India said.

No SA majority rule

President F.W. de Klerk of South Africa ruled out black majority rule as a future constitutional model for the country, saying that this would lead to oppression of minorities. Page 4

Bulgarian deaths

Bulgaria admitted that torture and beatings caused the deaths of 147 people at the Lovcha and Skraevna concentration camps between 1959 and 1962. Page 31

Moscow protest

About 10,000 people demonstrated in defence of corruption investigators Telman Gilyan and Nikolai Ivanov outside the Kremlin while the Soviet parliament debated whether they broke regulations in their pursuit of top-level offenders. Page 2

N-weapon sanctions

Iran, Pakistan, India, Argentina and Brazil have been able to circumvent international regulations to build or expand nuclear weapons capabilities, the private Carnegie Endowment for International Peace said in Washington. Page 4

Tunisia EC aid

Tunisia is to receive nearly \$300,000 in aid for family planning clinics and be given access to a computer network that promotes joint ventures under awards signed with the European Community.

Murderers executed

South Korea executed nine murderers, most of them also convicted of repeated rape and armed robbery, the Justice Ministry said.

China exiles fear

Exiled Chinese dissidents expressed fears Peking might use military force against "The Goddess of Democracy," a radio ship soon to start beaming pro-democracy broadcasts to China from international waters, after China had sent military aircraft to the area.

US seeks to freeze bank accounts used for drugs profits

By Nancy Dunne in Washington

THE US Justice Department yesterday attempted to freeze bank accounts in 23 states in pursuit of up to \$400m in illegal Colombian drug profits. It asked federal judges in Atlanta, New York and Miami to direct 173 banks to produce records of more than 750 bank accounts. The department sought to freeze some 684 accounts that investigators have linked to Mr Eduardo Martinez Romero - who was extradited from Colombia last year on charges of laundering money for the Medellin drug cartel. Mr Nicholas Brady, US Treasury Secretary, called the action "one of the most significant law enforcement undertakings involving bank account seizures in US history." The seizures have been described as "Phase IV of Operation Polar Cap," which is a long-running US investigation into a money-laundering ring. The ring is believed to have shipped \$1.2bn into and out of the US in 1987 and 1988 on behalf of the Medellin cartel. Mr Dick Thornburgh, Attorney-General, said the US Government hoped to disrupt the flow of drug profits and thus "strangle" the cartel's operations. The banks involved include Citibank International, Bank of New York, Bankers Trust, Chase Manhattan, Chemical Bank, Irving Trust, Manufacturers Hanover Trust, Marine Midland, Morgan Guaranty Trust and Barclays International. Investigators have traced profits from cocaine and crack sales in the US to American banks and from them on to foreign bank accounts controlled by the cartel. They believe "a substantial portion of those funds" were returned from abroad to US bank accounts for ongoing business expenses, such as the purchase of aircraft and payments to cartel employees. The US Government is empowered to seize the cartel's assets - everything from real estate to machinery - once they have been identified. The investigation has been aided by co-operation from the governments of Colombia, Uruguay, Luxembourg, Switzerland, Britain, Canada and Austria. They turned over records of accounts believed to be under the cartel's control. Operation Polar Cap was helped by the US invasion of Panama and the overthrow of General Manuel Noriega, the country's former military strongman. After his downfall, US federal agents travelled to Panama and obtained records of bank accounts identified as having been used by cartel money launders. An examination of these and other foreign accounts, investigators found that almost \$350m had been wire-transferred back to US banks from foreign accounts, primarily to New York and Miami, it is believed that another \$50m never left the US. Mr David Runkel, the Justice Department spokesman, said the banks were believed to be "unwitting service providers." The investigation is to continue until the department has not ruled out future legal action against the banks.

Mongolia throws light on Lin Biao's death

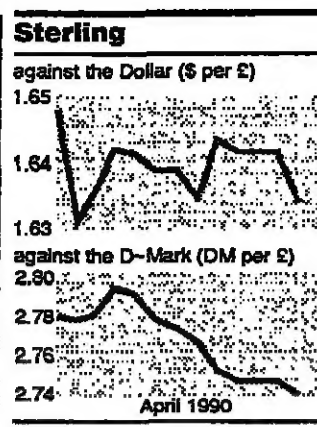
By Robert Thomson in Ulan Bator

MARSHAL Lin Biao, the famed Chinese Defence Minister, was not aboard a aircraft which crashed in Mongolia in 1971 as Peking has always claimed, senior Mongolian military officers have revealed. The Chinese Government will be highly embarrassed by the surfacing of Mongolia's side of the story, as Peking has maintained that Marshal Lin was on the aircraft after an alleged assassination attempt on Chairman Mao Zedong. He was said to be heading for the Soviet Union, the Chinese main enemy, with whom Lin supposedly had a secret pact. "We did not find anything to suggest that Marshal Lin was on the aircraft. We conducted an investigation and found that it was a Chinese aircraft and that the victims were Chinese, but there was no evidence that the marshal was among the victims," Major Ochoir Sandujar, Mongolia's chief of foreign relations, said. Colonel Damsansap Nyambayar, the deputy political commissar, added: "At that time, Lin Biao was in China. A group of Chinese officials were taken to see the wreckage of the aircraft. China probably had its reasons for saying he was on the aircraft." The alleged flight of Lin Biao became an important part of the Communist Party's official history, and a convenient cover for the likelihood that the marshal was killed on the orders of Mao or his aides as part of a power struggle within the People's Liberation Army and the party. The party is still very sensitive about damage to Mao's standing, and in the past year, has attempted to revive his reputation. A resurfacing of the Lin Biao controversy, which has inspired many foreign books, scholars and otherwise, would be particularly unwelcome during the present bout of party infighting. Marshal Lin, who produced the Little Red Book of Maoist quotations, was announced Mao's "close comrade-in-arms and successor" at a party congress in 1969, and his close ties to the Great Helmsman proved difficult for the party to justify in light of their later disputes. News of an air crash, in which nine people were killed, was released by Mongolia and the Soviet Union a few days after the accident, but the elaborate tale of a failed plot, which included an attempt to blow up Mao's train, and Lin's death was not officially publicised until a year later. The party launched a nationwide campaign to criticise "Lin Biao and Confucius," and party members were told of a scheme codenamed "571" in which Lin and his military co-conspirators were to assassinate Mao and take control of the country. The Mongolian aircraft crash, said to have been caused by Lin's ill-prepared rush to escape, was a key piece of the

Deutsche Bank unveils venture with E Germans

By Katharine Campbell in Frankfurt

DEUTSCHE BANK, West Germany's largest financial institution, yesterday signed a letter of intent to set up a joint venture universal bank with the East German Deutsche Kreditbank, the former state banking monopoly. The deal, after weeks of speculation about Deutsche Bank's intentions, immediately raised questions from the Federal Cartel Office in West Berlin, although the bank claimed that the joint venture would not have a market monopoly position. The cartel office said the deal could fall foul of competition rules, depending not only on how many branches were included, but also on their location. The authorities could, for example, look unfavourably on a regional concentration by the bank. East Germany has just set up its own monopoly watchdog and its competition law, modelled closely on the West German code and coming into force in May, will also work retrospectively. The joint venture - which like all other east-west deals is conditional on a series of legal changes to be introduced by the new East German Government - involves Deutsche Bank acquiring about 100 of the 170 branches of Kreditbank. The Kreditbank network is highly attractive to western institutions wishing quickly to obtain a commanding place in the new East German market. But its balance sheet looks less desirable, with some 260bn East German Marks of old state industrial credits. Deutsche Bank will circumvent this problem by setting up a separate entity, into which Kreditbank will channel real estate assets and know-how, but none of the old loans. What happens to the rest of the East German bank is unclear. Exact terms of the venture have yet to be finalised, as has the delicate question of the operation's name. Some 51 per cent of the total capital - as yet unspecified - will be contributed by Kreditbank, but Deutsche Bank will have management control. The new operation could open for business before currency union, as soon as the necessary banking licences are distributed by the East German Government. However, rather than using East Marks, transactions will immediately be denominated in D-Marks.



EUROPEAN NEWS

Thousands take to streets in support of investigators silenced by authorities

Moscow protests over corruption probe

By John Lloyd in Moscow

THE SOVIET parliament yesterday postponed a decision on lifting immunity from prosecution for two lawyers who were silenced after uncovering what they alleged was high-level corruption.

Thousands of demonstrators took to the streets outside the Kremlin for the second time in a week in protest at their treatment and thousands more sprang to their defence in Leningrad.

The two men, Mr Telman Gdyan and Mr Nikolai Ivanov, who are deputies in the Supreme Soviet, or standing parliament, have become folk heroes. In the capital up to 10,000 people listened to a series of vividly anti-authority speeches from radical deputies from the Supreme Soviet and the newly-elected Moscow City Soviet. A few Lithuanian flags were raised, and there were calls for President Mikhail Gorbachev to resign.

After an impassioned debate in the Supreme Soviet, deputies delayed a decision until today on lifting the two men's immunity but voted to permit them to be stripped of their prosecutors' jobs and to appoint a special investigator to review their case.

The two lawyers claim to have uncovered a network of corruption reaching to the top of the Soviet political system by unravelling allegations initially relating to the Tadzhikistan Government and Communist Party.

They overstepped the line when they accused Mr Yegor Ligachev, the most orthodox politburo member, of bribery. They were stripped of Commu-



A demonstrator waves a picture of the two lawyers during a mass rally opposite the Kremlin

The Young Communist League, which organises 30m young people in the Soviet Union, has criticised a letter sent to all Communists by the Soviet central committee as an attempt to stifle debate within the Party.

The letter threatened expulsion for radical members, who want to see the country move more rapidly and completely towards market reforms. Already, some leading radicals on the right of the Party claim to have been expelled by their party branches.

nist party membership and suspended from duty pending a Supreme Soviet investigation.

The commission appointed to look into the matter seems to have decided that they have a case to answer on allegations

KGB chairman and politburo member, took the floor to tell the deputies that the two investigators had violated legality in the conduct of the case, and described their efforts as "a typical example of penal and political adventurism".

An interview with a number of dissenting members of the commission, in the popular weekly Argumenty i Fakty, gave space to the pro-Gdyan, Ivanov camp. Mr N I Ignatov, said that he did not believe in turning the two lawyers over to the Prosecutor because he believed his office, and the courts, were biased. "To punish two simple investigators for all the wrongs of the legal system is wrong," he said.

A plenary meeting of the executive council of the Soviet Trade Union organisation replaced its long-serving chairman, Mr Stepan Shalayev, with his deputy, 52-year-old Genady Yanaev, who has had an exemplary career in youth movements and friendship societies, has held senior posts in the trade unions for only four years.

The Soviet unions, which organise 140m workers, are attempting to restructure themselves following miners' and other strikes over the past year, during which the official leadership was revealed to be out of touch and unpopular with the rank-and-file.

The movement is now seeking to ready itself for market relations, and claims to have carved out an independent role for itself as a protector of workers' rights.

Commission will try to recruit more UK subjects

By Tim Dickson in Brussels

NEW MEASURES to reverse the low recruitment of British nationals into the European Commission - including the development of a new "Euro stream" in London's civil service - were announced yesterday.

The moves were confirmed after a meeting in London between Mr Antonio Cardoso e Cunha, the Commissioner responsible for personnel, and Mr Francis Maude, a junior minister at the Foreign Office.

Among measures agreed by Mr Cardoso e Cunha, the Commission is to introduce regular recruitment competitions for "generalists". It is felt that existing Commission preferences for law and economics graduates have worked against UK applicants.

Mr Maude, meanwhile, announced that Britain would be developing a "European" stream within Administrative-grade recruitment to the civil service to increase the number of good quality officials fitted for work in the EC institutions. These individuals, would be specially groomed for EC work.

In addition, Britain will increase the number of secondments to the Commission and a three-person unit is to be set up in the Cabinet Office to co-ordinate the British recruitment effort and to take up individual issues with the Commission in Brussels.

Canadian air force jets crash over West Germany

By David Marsh in Bonn

TWO CANADIAN air force jets collided over Karlsruhe in southern West Germany yesterday afternoon, in an accident likely to increase popular opposition to flying practice by Nato forces in Germany.

One of the pilots, flying from the nearby Canadian air base in Söllingen, was killed, while the other was badly injured after bailing out with his ejector seat.

Contrary to earlier reports that 20 civilians were wounded, rescue workers said that only one Karlsruhe citizen was injured in the wreckage.

In view of acute public sensitivity in West Germany about training by Nato forces at a time of general disarmament, yesterday's mishap is likely to fuel the controversy about the

presence of foreign forces on German soil.

One senior Bonn official said yesterday that he expected a build-up of West German public pressure for withdrawal of all foreign armies. This, he said, was based on expectations that the Soviet Union eventually will want to pull out troops from East Germany after an agreed post-unification transition period.

Periodic debate in West Germany about Nato flying accidents has increased considerably since the air show catastrophe at the American Ramstein military base in August 1988, which killed 70 people.

An indication of the swing in public sentiment against the foreign military presence came

at the beginning of this month with an appeal by the Christian Democrat-run state of Hesse for sharp reductions of US forces in the Frankfurt area.

Mr Walter Wallmann, the Hesse Prime Minister, said withdrawals were justified by general disarmament progress and the pressing need to free military areas in the Rhine-Main conurbation for civilian purposes.

There have even been suggestions that the massive I.G. Farben office block in north-west Frankfurt, built in the late 1920s for the pre-war chemical conglomerate and used since 1945 by the US army, should become the site of the mooted 1990s European central bank.

Yugoslavia's Serbs lift Kosovo emergency

YUGOSLAVIA'S Republic of Serbia yesterday acted to lift emergency measures in its Kosovo province, reflecting official confidence that ethnic tensions there were under control, Reuters reports from Belgrade.

The Serbian presidency proposed the move after reviewing the situation in the province, scene of violent clashes between ethnic Albanians and Serbs, Tanjug news agency said. The eight-member Yugoslav state presidency was

expected to approve the proposal.

Serbia originally applied emergency measures including a night curfew and a ban on political protests in March 1989 after rioting in which 28 people were killed.

The curfew was reinstated in March this year after further ethnic violence which killed at least 30 people. Kosovo has been for decades a focus of friction between the region's 1.7m ethnic Albanians and 200,000 Serbs and Montenegrins.

Sea safety campaign

SCANDINAVIAN states announced a campaign yesterday to improve safety at sea during the fire on the Danish ferry Scandinavian Star that killed 161 people, Reuters reports.

In Copenhagen, an inquiry heard criticism of the ferry crew's action on April 7 when fire ripped through the vessel. In Oslo, a statement by Denmark, Finland, Norway and Sweden said ships registered outside the Nordic region should demonstrate tight fire drills.

Brussels tries to break corporate tax deadlock

By Lucy Kellaway

THE European Commission will today give a fresh impetus to three directives on corporate taxation in an attempt to shift one of the most stubborn parts of its 1992 programme.

The directives, which seek to remove the fiscal problems met by companies paying tax in more than one member state, have been caught by German refusal to waive the withholding tax on dividends paid by subsidiaries to their parent

companies in another member state.

The Commission will also push forward a new directive that would allow a company to offset losses made in one country against profits in another.

Despite the Commission's attempt to put pressure on the Council of Ministers, observers see little sign of West Germany changing its position on withholding tax until after the elections at the end of 1990.

Flying triangle has Belgians going round in circles

THE BELGIAN air force has been on alert for three nights running, writes Lucy Kellaway. Two Hawker Siddeley aircraft equipped with infra-red cameras and sophisticated electronic sensors have been patrolling the skies.

Down below, the Belgian police force has kept a constant watch, helped by more than 1,000 concerned civilians. Along the border with Germany, 20 lookout posts have been set up. Their target: an unidentified flying object.

Since December, there have been 300 reported sightings, and even though some resemble a lamp-post more closely than a UFO, many of the others are being earnestly examined by

SOBEPS, the Belgian Society for Studying Special Phenomena.

More surprising is how seriously the army is taking the whole thing. For the time being it says it is viewing the matter as a "technical curiosity" as the intruder has shown no aggressive signs. Should it turn nasty, it will be a different matter altogether.

The Easter operation was meant to be a world first, a confrontation between earth-bound defence forces and a UFO. The world's television crews camped out on a chilly Ardennes airfield to get the first pictures.

But the event made rather poor viewing. Several times the UFO was "seen"

from the ground, but each time the aircraft got there too late, in one case missing the mystery intruder by just three minutes. To make matters worse, the cloud was low, the weather changeable, and the UFO tended to hover just above the rooftops, too low to be confronted by an aircraft.

The pilots, sworn to secrecy until the Defence Ministry has had time to watch the video evidence, seemed to have little to report, and could not confirm rumours of all kinds of irregular blips on their radars.

Far from declaring the operation a failure, the UFO-obsessed Belgian media appear more convinced than

ever that there is something odd hovering over the peaceful countryside of Wallonia. Scientists on the ground appear in the past few days to have produced a clear image of the object, which is said to correspond to the reports of eyewitnesses. It is a triangle 30m-50m in diameter, with red, green and white lights at the corners, 10 times brighter than any star. It has a convex underbelly and makes a sharp whistling noise.

Belgium may not quite yet have found its UFO. But it has found a nice new use for its air force now that its services are needed less and less by earthlings.

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WHY BUSINESS PEOPLE CHOOSE BRITISH MIDLAND

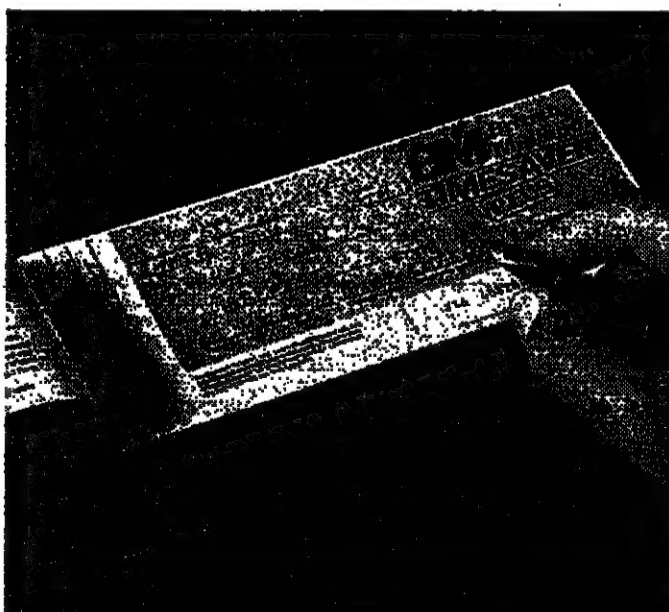
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EUROPEAN NEWS

Government tries to sell Swedes on tax changes

By Robert Taylor in Stockholm

SWEDEN'S ruling Social Democrats yesterday published details of their self-financing tax reform programme for 1991, and sought to reassure the public that most Swedes, not just the rich, would benefit.

The reforms, agreed with the opposition Liberals and due to be approved by parliament in June, will reduce the highest marginal rate to 50 per cent, tighten taxes on capital and companies and widen the range of taxable goods and services.

The changes remain very unpopular. "In a sense we have lost the political argument over the tax reforms," said a senior adviser at the Finance Ministry yesterday. The Government's own private opinion surveys show that the majority of Swedes believe the tax changes are unfair because they will create a more unequal income distribution.

The Government denies this strongly. The Finance Ministry has calculated that the average household will enjoy a 2 per cent improvement in its real disposable income next year as a result of the changes.

Child allowances are to be increased substantially as a way of mitigating any regressive impact the tax reforms will have on income distribution. Housing subsidies will also increase by SEK1.6bn (£160m) with higher rises for families with more than one child.

Ministers estimate that as many as 85 per cent of Swedes — those who earn SEK180,000 a year or less — will pay no state tax at all after next January and only 30 per cent in local government income tax.

Furthermore, official calculations suggest that more affluent Swedes, who derive much of their income from capital, rents and shares and benefit from a wide range of permissible tax deductions, will lose out as a result of the tax changes, although higher income earners who derive most of their money from the earnings they make at work will be clear beneficiaries.

The new system is designed to make it much harder for Swedes to find loopholes and other devices to reduce their tax burdens, while at the same time acting as an incentive for people in all income brackets to work more effectively.

Turkish wage deal threatens inflation goal

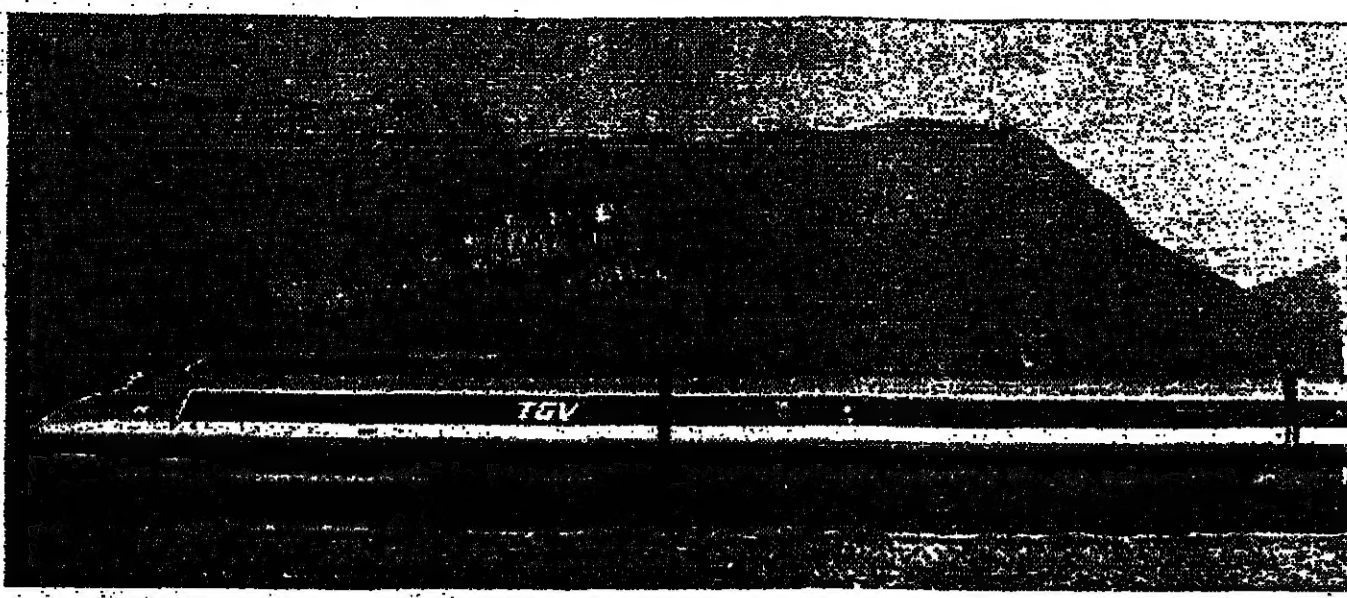
By Jim Hodgson in Ankara

TURKEY'S 10,500 cement workers settled yesterday for a large wage increase that could set an inflationary benchmark for other public and private sector pay negotiations this year.

The embattled Motherland Party Government now seems set for another spring of tough bargaining and strikes by organised labour.

With the Government's official inflation target at 64 per cent for this year, basic monthly wages in the cement sector will rise by 100 per cent this year, according to the bi-annual agreement.

There would also be a large fixed supplement this year, and in the second year the workers will receive 60 per cent, plus another handsome supplement.



France's rail board wants to put its record-breaking TGV on a high-speed track into the next century

Doubt cast on E Europe's capacity to absorb big investments

By William Dullforce in Geneva

EAST EUROPEAN countries cannot absorb investments of the size that the West is preparing, according to the secretariat of the United Nations Economic Commission for Europe.

Technical assistance rather than direct financial aid should form the main component of any western programme to support economic reform, the secretariat says in its 1989/90 annual report.

It also warns that the rush by east European countries to attract foreign private investment may be premature and risky, as long as they have not introduced effective competition in their markets. Public reaction against profiteering could endanger the whole process of reform, it says.

The ECE secretariat comprises mainly economists trained or with direct experience in eastern Europe, headed by Professor Aleksandar Vacko, a Yugoslav. It has monitored economic development in the Soviet Union and the six east European states for more than 40 years.

The latest report analyses the possibility of a western aid programme similar to the Marshall

Plan with which the US helped to rebuild western Europe after the Second World War. A comparable effort for the Soviet Union and eastern Europe would cost about \$15.7bn a year for four years, it concludes. The programme of aid from the European Community, outlined by Mr Jacques Delors, president of the European Commission, in January, would amount to about \$20bn a year.

However, the ECE secretariat doubts the capacity of the eastern economies to absorb aid on this scale. Their economic structures, and the incentives offered to entrepreneurs in the east today, differ radically from those prevailing in western Europe in 1945, it argues.

A crucial difference is that the eastern countries have to construct market economies from first principles, whereas a system of property rights remained in place in the west after the war and enterprises were free to seek access to foreign markets.

Moreover, in the 1980s, in marked contrast to the newly industrialised countries of south-east Asia, the east

Technical assistance rather than direct financial aid should form the main component of any western programme to support economic reform, the United Nations Economic Commission for Europe says in its annual report for 1989/90.

Europeans and Soviets demonstrated their inability to absorb new capital and western technology.

Western policymakers would do better to turn the Marshall Plan upside down, the ECE secretariat concludes. Whereas the plan was long on grant aid and short on technical assistance, western aid to eastern Europe should, at least initially, reverse their relative importance. Suggested priorities for technical assistance include:

- creating the legal, financial and institutional framework for a

- competitive market system;
- providing comprehensive and reliable statistics to allow governments and enterprises to take decisions in decentralised economies;
- developing the market skills needed to boost exports.

Financial aid should go primarily to improving transport and telecommunications systems and to a rapid reduction in environmental pollution. The ECE secretariat also foresees a need for currency stabilisation loans already proposed for Poland by the 24 countries of the Organisation for Economic Co-operation and Development — and support for payments balances.

However, distasteful it may be to western bankers, debt reduction may prove essential to maintain the momentum of reform in countries such as Poland, Hungary and, eventually, Bulgaria, the secretariat says. The social consensus in favour of reform could be threatened, if the initial gains from tough restructuring measures went to service foreign debt rather than to

domestic investment and personal consumption.

One feature which the secretariat thinks could be copied from the Marshall Plan is a Central European Payments Union to facilitate the transition to a system of free trade. Modelled on the European Payments Union of the 1940s and 1950s, a clearing institution with some supervisory authority could offer the Comecon countries a path towards currency convertibility.

The secretariat stresses the crucial importance of ensuring competition in the eastern economies. Irrespective of how far some have moved towards market economies, their markets are still distorted, segmented and inefficient, their structures tend to be monopolistic or at best oligopolistic, and market information is sparse and/or inaccurate.

Given the large, suppressed demand for consumer goods, ideal conditions exist for enterprises in this sector to generate bigger profits than normal, once prices are freed, the secretariat argues. It cites popular criticism last year in the

Mr Delebarre is due to decide quickly whether to support the 15 new lines proposed by the SNCF, and will then consult local authorities. The Government aims to adopt a final plan by the year's end. This marks the final phase of a vigorous lobbying process from cities eager to place themselves on a TGV line. These include Strasbourg, which added to its increasingly questioned attractions as home to the plenary sessions of the European Parliament, or Amiens, on a possible route from Paris to the Channel tunnel. A separate tunnel line has already been agreed, to run from Paris via Lille.

The SNCF list does propose a Paris to Strasbourg line (its costliest idea) to connect with West Germany whose in 1987. This would slash the journey time between the two cities to 1 hour 50 minutes, but would cost FF22bn for the infrastructure and FF6.3bn for rolling stock, according to the SNCF. The line would also be among the least profitable, producing an estimated 4.5 per cent return on capital, well below the 8 per cent minimum target the board has set itself.

However, there is strong support in the Government for finding the cash for a Strasbourg TGV, to boost the city's ability to keep its hold on prestige European institutions, also including the Council of Europe and the European Court of Human Rights.

Short-term outlook bleak, says report

By William Dullforce

THE SHORT-TERM economic outlook for eastern Europe and the Soviet Union is bleak, says the UN Economic Commission for Europe report.

After a 1988 economic performance described as probably the worst since the immediate post-war period, the ECE secretariat foresees deepening recession in eastern Europe and sluggish growth at best in the Soviet Union in 1989.

Economic growth fell far short of government targets throughout the area last year. Soviet growth in output fell to less than 2.5 per cent from 4.5 per cent in 1988. In at least two of the six east European countries output contracted in absolute terms, and aggregate growth in five which reported data was only 0.5 per cent.

Growth slowed throughout the year and output fell in most, possibly all, the seven countries in the last quarter. Industrial activity stagnated in eastern Europe last year and grew less than 2 per cent in the Soviet Union, construction contracted and agricultural output grew less than 1 per cent.

The ECE secretariat believes the political legitimacy conferred on east European governments by free elections, and a programme of western technical and financial support, will help them face the costs of their economic reforms.

Nevertheless, it expects inflationary pressures to respond only slowly this year

to the moderate deflationary measures adopted by new governments. Where policy is tougher, as in Poland, the cost of a recessionary downturn is expected to be high. Inflationary pressures are fuelled by large fiscal deficits. The Soviet budget deficit reached 10 per cent of GNP in 1988.

Balance of payments constraints, which increased for most countries last year, have reduced the leeway for domestic policymaking, the secretariat says. Last year's increase in oil prices brought an improvement in Soviet terms of trade with the west but the gains were not enough to prevent the trade deficit widening from some \$3bn in 1988 to an estimated \$6.5bn in 1989.

The Soviet current account deficit worsened even more and estimated net indebtedness increased by \$10bn in nominal terms to \$38.5bn, according to the secretariat.

Eastern Europe's trade surplus with the west nearly vanished in 1988, although the surplus in convertible currencies with all market economies remained positive. A substantial rise in the deficit on invisibles caused the east European current account in convertible currencies to swing into an estimated \$2bn deficit. Aggregate net indebtedness (gross debt less deposits held abroad) of the six east European countries rose by \$1.5bn to almost \$78bn by the end of 1988.

France's monthly inflation rate accelerated slightly in March to 0.3 per cent, from 0.2 per cent in February, according to provisional figures from Insee, the statistics body.

The rise, partly due to higher car prices and service industry charges, still leaves France with the lowest price increases so far this year of any industrialised country apart from the Netherlands, said Insee.

French prices have increased by 0.5 per cent over the first three months of the year, against 0.6 per cent in the Netherlands. While prices have risen in the car and service industries, inflation has been restrained by falling prices for oil and domestic heating fuel.

The past three months' performance has also helped bring French inflation closer to West German levels. The West German inflation rate over the first quarter was well above the French, at 1.1 per cent. However, it was 2.7 per cent over the 12 months to March, 0.7 percentage points below the French rate of 3.4 per cent.

Paris aims to reduce the annual rate to 2.5 per cent this year.

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French fast rail plans unveiled

THE FRENCH Government is considering an ambitious plan by the SNCF railways board to spend up to FF188bn (£20bn) on 3,400km of high-speed express lines and trains over the next 20 years, writes William Dawkins in Paris.

The proposals, delivered to Mr Michel Delebarre, the Transport Minister, are the SNCF's response to a government call last year for a list of priorities for developing the country's Train à Grande Vitesse (TGV) network between now and 2010. This is the first such planning exercise for the TGV, which started nine years ago with a link between Paris and Lyons in the south and now includes a line to the west.

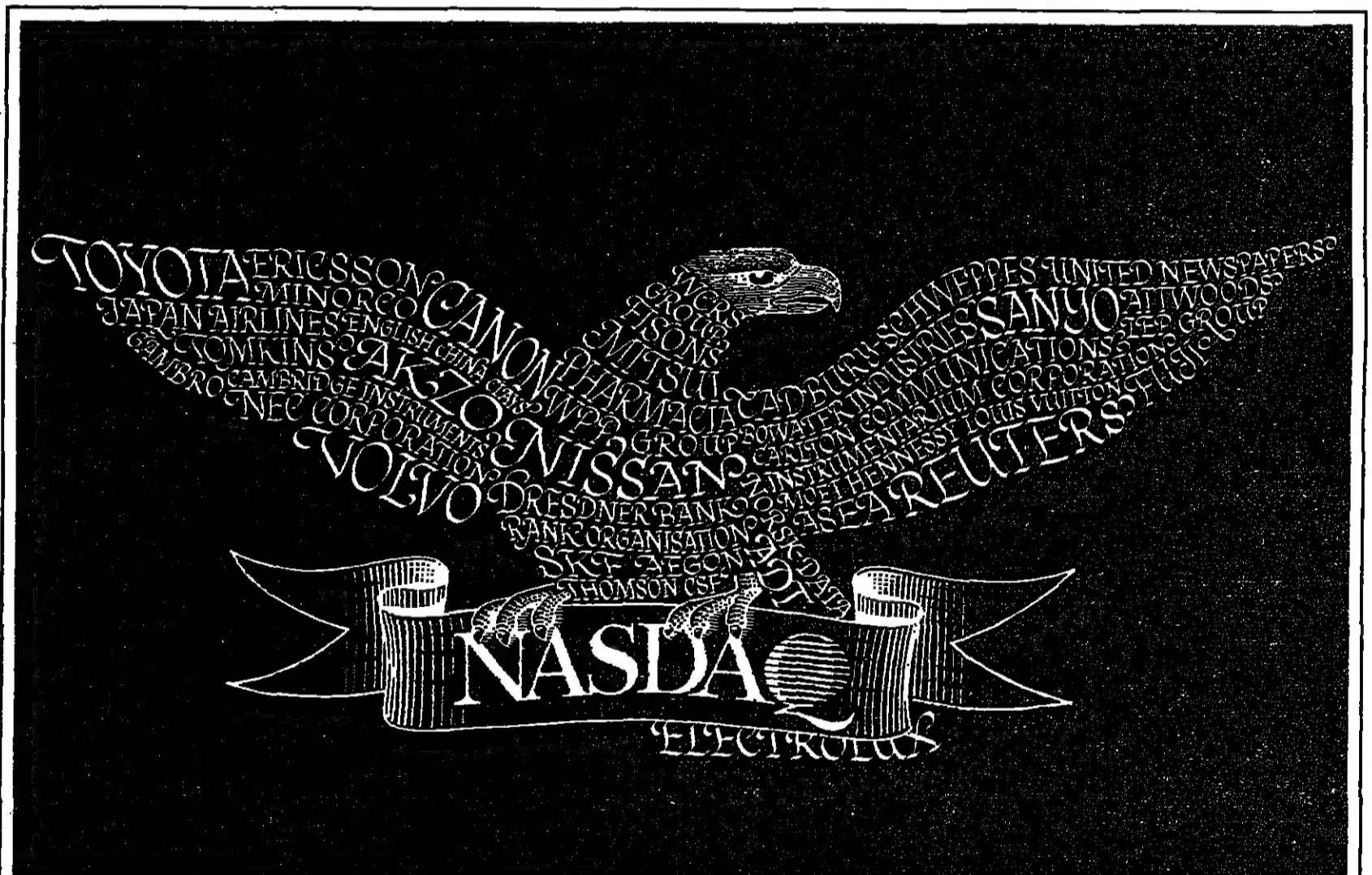
Mr Delebarre is due to decide quickly whether to support the 15 new lines proposed by the SNCF, and will then consult local authorities. The Government aims to adopt a final plan by the year's end.

This marks the final phase of a vigorous lobbying process from cities eager to place themselves on a TGV line. These include Strasbourg, which added to its increasingly questioned attractions as home to the plenary sessions of the European Parliament, or Amiens, on a possible route from Paris to the Channel tunnel. A separate tunnel line has already been agreed, to run from Paris via Lille.

The SNCF list does propose a Paris to Strasbourg line (its

costliest idea) to connect with West Germany whose in 1987. This would slash the journey time between the two cities to 1 hour 50 minutes, but would cost FF22bn for the infrastructure and FF6.3bn for rolling stock, according to the SNCF. The line would also be among the least profitable, producing an estimated 4.5 per cent return on capital, well below the 8 per cent minimum target the board has set itself.

However, there is strong support in the Government for finding the cash for a Strasbourg TGV, to boost the city's ability to keep its hold on prestige European institutions, also including the Council of Europe and the European Court of Human Rights.



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Inflation up slightly in France

By William Dawkins in Paris

FRANCE'S monthly inflation rate accelerated slightly in March to 0.3 per cent, from 0.2 per cent in February, according to provisional figures from Insee, the statistics body.

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Paris aims to reduce the annual rate to 2.5 per cent this year.

WORLD TRADE NEWS

Battle hots up for world wide-body airliner market

By Paul Betts, Aerospace Correspondent

THE transatlantic trade battle for the growing market for large twin-engine aircraft is set to intensify with Boeing, the world's largest commercial aircraft maker, moving a step closer to launching its 767X wide-body aircraft, and its European rival, Airbus, claiming it is poised to gain a 30 per cent share of the world airliner market.

After months of negotiations, Boeing has secured the co-operation of three leading Japanese companies including Mitsubishi Heavy Industries, Kawasaki Heavy Industries and Fuji Heavy Industries in its \$4bn project to build a new wide-body aircraft to compete against the Airbus A330-300.

The three Japanese groups are expected to become key contractors on the new Boeing aircraft to be launched later this year. The Japanese companies are likely to supply about 20 per cent of the parts for the new aircraft compared with about 15 per cent for the current Boeing 767 airliner family. Although the Japanese com-

panies are not expected to become equity partners in the new Boeing aircraft project, their participation lifts a cloud over the programme. However, Boeing is still seeking commitments from airlines to enable the 767X project to be launched officially.

Pressure has been mounting on Boeing because of the inroads both Airbus and McDonnell Douglas have made in the market for wide-body long range aircraft with their respective Airbus A330/A340 and McDonnell Douglas MD11-300.

Mr Jean Pierson, the Airbus managing director, confirmed in London yesterday that the 26-year-old European aircraft consortium expected to report a profit before 1995 and conservatively estimated it would gain a 30 per cent share of the market for 10,000 airliners forecast over the next 15 years.

He said Airbus output would exceed 200 aircraft a year in 1993 representing an annual turnover of more than \$12bn. "From the mid-1990s we are going to become a profitable

enterprise," he added.

The long established Airbus goal of 30 per cent share of the civil air transport market for large aircraft is well within reach," he said, emphasising that Airbus last year was world leader for wide-body airliner sales for the first time. He also said the consortium's backlog of 812 aircraft firmly ordered represented more than five years' work.

However, Airbus was recently disappointed by Japan Airlines decision to opt at the last minute for McDonnell Douglas MD11 trijets rather than European aircraft.

With the widely expected Boeing decision to launch a new wide-body jet later this year, a three-cornered contest for the growing wide-body aircraft market is expected to intensify between Airbus, Boeing and McDonnell Douglas. This contest is expected to be mirrored by a parallel trade battle between the three main engine makers, General Electric and Pratt and Whitney in the US and Rolls-Royce in the UK.

Uruguay Round runs into the sands

With only eight months to resolve all the main issues, the talks badly need a political shot in the arm, writes William Dullforce



TRADE ministers arrive today in Puerto Vallarta, Mexico, for an informal, two-day stock-taking of the Uruguay Round of multilateral trade liberalising talks amid uncertainty and fears of a crisis developing.

After 39 months of deliberation and with less than eight months to go to the final ministerial meeting in Brussels, governments are stuck fast on most major issues. Given the complexity of the deals that still have to be struck, progress in Geneva since the beginning of the year has been disappointing.

At last week's meeting of the Trade Negotiations Committee (TNC), the supervisory body for the Round, Mr Arthur Dunkel, director-general of GATT, the General Agreement on Tariffs and Trade, said he was dissatisfied with the state of the talks.

The TNC's message to the ministers was clear: a sense of

the Round. They can take no decisions; nothing is ripe for agreement; and none of them can be expected to budge on the key issues.

But, it is hoped, they may be able to identify how to resolve the deadlock in the talks and how to speed them up.

In Geneva, Mr Dunkel and several chief negotiators singled out agriculture and textiles which require intensive efforts over the next three months. (The US would add improved protection for intellectual property rights.)

These items have two features. They are blocked by differences between major trading powers and they form part of the crucial nexus of issues on which developing countries must receive satisfaction and make commitments.

If there is no agreement on agriculture and textiles, the package embracing all 15 areas under negotiation will simply dissolve and the Round will fail.

In agriculture the stumbling block is the EC. While expressing readiness in principle to negotiate the reform of world farm trade, the Community is still far from accepting the degree and speed of liberalisation demanded by the US, the 14 farm-exporting countries in the Cairns Group and many developing countries.

Nobody expects any movement on agricultural trade until the Community has completed its annual internal price-fixing exercise. Some negotiators even forecast that Brussels will dig in its heels until September when, with

panic mounting about the outcome of the Round, it may hope to compel others to accept its views.

As for textiles, here the obstacle is the US.

Freeing trade in textiles and clothing from the Multi-Fibre Arrangement (MFA), which fixes import quotas and protects domestic producers in the main importing countries, has become a priority for the developing countries.

But the US textile industry lobby, estimated to be able to sway almost two-thirds of the House of Representatives, is one of the most powerful in Washington.

The US proposal to introduce global import quotas for a 10-year transition period, during which the MFA would be phased out, has so far been backed only by Canada.

The dilemma for Mrs Carla Hills, US Trade Representative, is that, to face up to her textiles lobby, she has to mobilise support from other domestic groups by producing results in the Round on intellectual property, services and more liberal rules for foreign investment. Developing countries are resisting progress in these areas.

TNC discussions did however highlight an urgent need: how to reconcile Third World perceptions with industrialised countries' demands.

The former believe their interests are being sidestepped in the negotiations while the industrialised nations insist that, as their economies improve, developing countries must reduce and agree to hold down tariffs and renounce their right under GATT to cite balance-of-payment constraints in order to justify exemptions from GATT rules.

Resolution of this conflict is central to the Round's success. In GATT's last Tokyo Round the final decisions effectively concerned 25 countries. To ensure the continuance of the multilateral trading system, it is agreed that at least 50 of GATT's 96 member states need to be parties to the grand settlement in Brussels in the Uruguay Round.

In Mexico Mr Andriessen can be counted on to reiterate the EC's conviction that the Round will only be successful if it

emancipates US ability under its Trade Act to punish countries unilaterally for what it considers to be unfair trading. Here an understanding may have been adumbrated.

Mr Tran Van Thinh, head of the EC delegation, suggested in the TNC that the US Congress could reasonably be expected to abandon one-sided sanctions, if the Round succeeded in reinforcing GATT's capacity to enforce its multilateral rules and extended GATT's coverage to new areas such as services and intellectual property.

That raises the question of whether enough developing countries would accept this reinforcement and extension of GATT. It also leads to the proposal, which Mr John Crosbie, Canada's Trade Minister, said he would submit in Puerto Vallarta, that GATT be enhanced into a fully fledged world trade organisation.

If there is no agreement on agriculture and textiles, the package embracing all 15 areas under negotiation will simply dissolve and the Round will fail.

The outstanding issues, from agriculture and textiles onwards, currently mingle in a confusing nexus of interlocking and frequently conflicting interests.

Two conclusions follow - that each country, even the most powerful, will have to make some painful concessions to ensure the success of the Round, and that individual issues cannot be solved separately.

In Puerto Vallarta the trade ministers might define some of the cross-linking concessions that have to be made. They would next have to ensure that the necessity for these reciprocal concessions is understood within their governments and send the appropriate instructions to their negotiators in Geneva. That then might add up to the political impetus the multilateral trade talks so badly need.

Hills backs idea for new world trade body

By Nancy Dunne in Washington and Ian Rodger in Tokyo

MRS CARLA HILLS, the US Trade Representative, has thrown her support behind the creation of a new world trade organisation, on condition that "solid agreement" first be reached in the current round of international trade talks.

But a Japanese trade official yesterday feared that discussions to set up a new international trade organisation to replace GATT, the General Agreement on Tariffs and Trade, would divert negotiations from the urgent task of completing the Uruguay Round of multilateral trade liberalisation talks.

In Dallas on Monday, Mrs Hills saw a new organisation as "an overarching institution linking the new rules to the old rules, and providing a consistent means for the swift resolution of disputes."

She said a world trade organisation could be a "positive vehicle" strengthening ties between the US, Europe and Japan, while aiding growth in the developing countries. It could also counter trends towards a global break-up of the international trading system into regional blocs.

The idea, which has been mooted several times before, was directly raised last week by Mr John Crosbie, the Canadian Minister of International Trade. He suggested that a new organisation be established to replace the GATT, a proposal which the Canadians were expected to raise at the Uruguay Round talks today in Puerto Vallarta, Mexico.

The Japanese official said that the view appeared to be growing among some GATT member countries that the agenda set in the Uruguay Round was too ambitious and that negotiators should settle for what is being called a "mini package".

Japan, he said, was still eager to see a "maximum package" agreed in December and he hoped the ministers meeting this week would give a new political impetus to their negotiators in Geneva.

Customs 'sting' marks launch of counterfeit video games campaign

By Louise Kehoe in Los Angeles

A TAIWANESE counterfeit video game operation has been foiled by an elaborate undercover "sting" operation conducted by US customs in the latest US effort to stem illegal copying of computer software.

The customs action stems from complaints by Nintendo of America, the US subsidiary of the Japanese video game manufacturer, which has launched a broad attack on software "pirates".

Four people - two Americans and a Taiwanese couple - were arrested last week in North Carolina for allegedly attempting to sell counterfeit Nintendo video game cartridges, which play on popular home video game machines.

Nintendo said its lawyers and investigators had been working for weeks with cus-

tomers agents in North Carolina to seize the counterfeit cartridges.

The operation involved hidden cameras, microphones and \$10,000 in marked money used to lure the counterfeiters. Nintendo said that customs agents had seized approximately 700 counterfeit Nintendo cartridges.

Mr Howard Lincoln, Nintendo's senior vice president, said the operation "is the first of many co-ordinated actions which Nintendo is taking throughout the United States and Canada to stop the illegal rental, sale and importation of counterfeit Nintendo cartridges". Lawsuits for copyright infringement had been filed in Los Angeles, Minneapolis, Florida and Ottawa.

The lawsuits charge the defendants with wilful infringement of Nintendo's

copyrights by the importation, rental and sale of "multiple game cartridges" which contain up to 40 counterfeits of Nintendo and Nintendo licensed video games in a single cartridge.

"What's happening here is an outrageous theft of Nintendo's valuable intellectual property rights," said Mr Lincoln. "Crooks in the Far East have made verbatim copies of legitimate Nintendo video games and have packaged these counterfeits in multiple game cartridges."

"We plan to sue video rental outlets, retailers, distributors and importers who deal in counterfeit Nintendo software. We will sue counterfeiters and their customers wherever they are located. We have committed the necessary resources to do so."

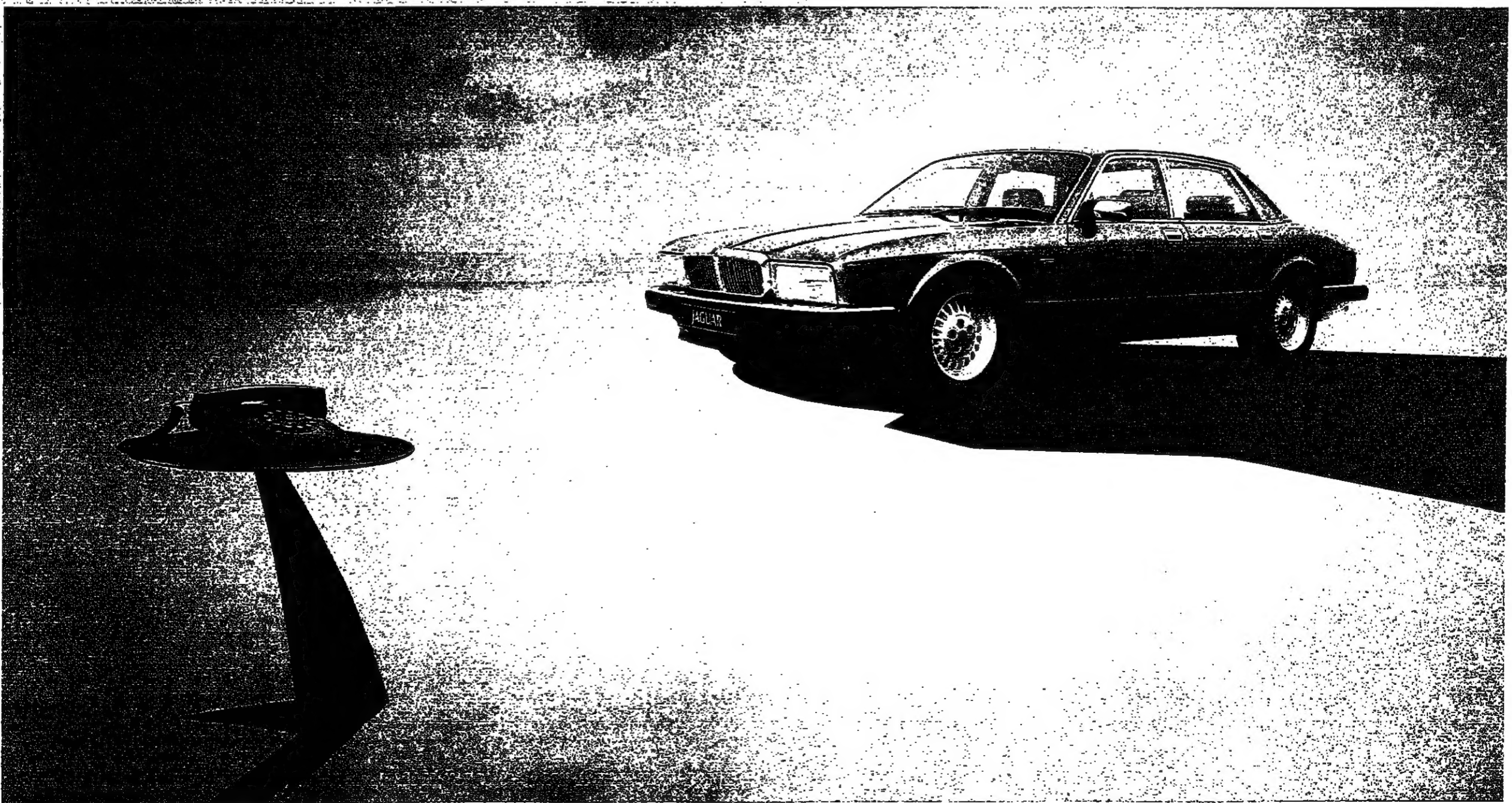
urgency was needed. And to avoid failure, it was agreed that the basic outlines of a package of agreements must be in place by the end of July, and the fine detail and essential trade-offs by December.

Veteran trade officials are alarmed by the spreading of an attitude among negotiators that the final deals can be made only at the last hour in Brussels. That, they argue, is tantamount to predicating the impossible and is a tacit admission of failure.

Against this background, 25 ministers, representing all the big trading nations and key developing countries, are expected to turn up in Mexico.

The European Community will be represented by Mr Frans Andriessen, the Commissioner for External Affairs, and by ministers from several member states.

The ministers are meeting outside the formal context of



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AMERICAN NEWS

US growth and inflation higher than expected

By Anthony Harris in Washington

BOTH US growth and inflation were much stronger last month than had previously been supposed, with prices rising by 0.5 per cent in the month despite falling energy prices, and industrial output rising 0.7 per cent.

These figures were far ahead of market expectations, which had looked for a 0.3 per cent rise in both consumer prices and output, and the output figures for the earlier months of the year were also revised upwards. The markets therefore ignored news of a deepening recession in housebuilding.

Analysts placed particular stress on the 0.7 per cent "core" inflation for the month - the rise in the prices index without the volatile food and energy components. This has been running at an annual rate of more than 7.3 per cent in the first three months of 1990 and suggests a deep-seated problem, with the inflation rate likely to rise to 5 per cent or more this year, rather than falling to 4 per cent or less, as had been hoped.

Total inflation, also affected by high winter prices for

energy and fresh foods, has been running at an annual rate of 8.5 per cent. This is the largest first quarter annual rate since 10.6 per cent in 1981.

Both the price and output data show a strong influence from the 0.4 per cent February drop in business inventories reported last week. The elimination of excessive stocks has offered some relief from the fierce competition which had driven profit margins almost to zero in some industries.

The recovery in industrial output is dominated mainly by a recovery in car output but business equipment is also strong. The figures do not, however, contradict the impression of a sharp slowdown in the growth of goods production: the Federal Reserve figures show that real output is only 1 per cent higher than in the same period in 1989.

A further depressing influence is likely to spread from the housebuilding industry. Figures released yesterday showed a further 7.3 per cent fall in housing starts, after 7.1 per cent the previous month.

Nicaragua faces threat to orderly transfer of power

By Tim Coome in Nicaragua

WITH one week to go before the new conservative government is due to take office in Nicaragua, an orderly transfer of power is being threatened by mounting uncertainty over the demobilisation of the US-backed Contra rebels.

President Daniel Ortega warned on Monday that if the April 25 deadline for the disarmament of the 12,000 Contras was not met, "we face the real risk that it will not be the peaceful transfer of power that we have searched and struggled for."

He said that his government is considering "appropriate measures" in case the Contras refuse to respect the demobilisation deadline that has been agreed with the incoming gov-

ernment of president-elect Mrs Violeta Barrios de Chamorro.

Unofficially it is thought that two options are being considered. One would be for the president to use his constitutional powers and declare a state of emergency and to simultaneously postpone the handover until the demobilisation plan is complete.

The other option would be that the April 25 date could be vetoed by President Ortega. This date was moved forward from January 1991 as part of an agreement reached last August with the opposition. President Ortega has still not formally approved the reform however, and could use his power of veto to suspend the handover until January 1991.

Bush defends wait-and-see approach on global warming

PRESIDENT George Bush yesterday told an international conference on global warming that more research was needed into climatic changes and warned that environmental policies which ignored economic needs were bound to fail, writes Lionel Barber in Washington.

Mr Bush's cautious approach received a cool reception at the two-day conference in Washington attended by science, environmental and finance ministers from 17 countries.

Mr Klaus Topfer, West Germany's Environment Minister, signalled early dissatisfaction.

"Gaps in knowledge must not be used as an excuse for worldwide inaction," he said.

In the run-up to the conference, critics in the US had repeatedly accused the President of dwelling on scientific uncertainties instead of pushing new measures to cut the use of fossil fuels and to encourage conservation and renewable energy sources.

But Mr Bush made clear that he was opposed to environmental policies which did not take into account the need to preserve economic well-being.

These are two sides of the same coin," he said. He defended his wait-and-see approach, pointing to the \$66m he has committed this year to research into the greenhouse effect. A further \$1m is earmarked for next year, he said. "What we need are facts."

His remarks made clear that he is

backing Mr John Sununu, his White House Chief of Staff, in the debate on global warming and the "greenhouse effect" - whereby pollutants released into the earth's atmosphere are thought to trap sunlight and lead to warming of the planet.

Mr Sununu believes that fears about greenhouse gases and the threat to the ozone layer are overstated. He also argues that remedial measures could be extremely expensive and damage US competitiveness. The global warming conference

was intended to present Mr Bush as the concerned environmental President, but the White House has taken a calculated risk that European and domestic criticism will not be so strong as to embarrass Mr Bush on his home turf.

One study has estimated that the potential US cost of combating global warming over the next century at \$3,600bn but environmentalists counter that this does not take into account the benefits of reduction greenhouse gas emissions.

How the GM chief turned out villain of the piece

Kevin Done on the making of the film *Roger & Me*

MR Roger Smith, chairman of the world's biggest industrial corporation, could have hoped for better than this in the twilight of his career.

The name of the man who has led General Motors, the car maker, through a turbulent decade, is reaching a wider audience than even he could have dreamed. But it is for all the wrong reasons.

Mr Smith is due to retire from GM at the end of July - his successor Mr Bob Stempel was announced earlier this month - but he is not being allowed to ride off quietly into the sunset, celebrated as a hero of corporate America.

Instead, as the controversial film *Roger & Me* opens at more cinemas around the world - the London opening is on Friday and a wider UK launch follows a week later - Mr Smith is being cast as a villain of corporate America.

He is portrayed as responsible for closing a series of car plants in the town of Flint, Michigan, the birthplace of GM north of Detroit, and for casting thousands on to the dole.

The man behind this unflattering re-casting of the Smith image is Mr Michael Moore, at first sight an unlikely candidate for taking such a successful tilt at corporate America.

Mr Moore, who was born and grew up in Flint, had spent most of his career as a radical, left-wing journalist. Aged 22 he founded and edited for 10 years the *Flint Voice*, which later became the *Michigan Voice*, an alternative newspaper.

In the search for wider fame

he left Flint to work as executive editor of *Mother Jones*, a US west coast political magazine but he only survived a few months before being dismissed for refusing to run an article attacking the Sandinista government in Nicaragua.

As Mr Moore tells it in *Roger & Me*, he returned unemployed to Flint to discover the town pitched into recession by GM plant closures. He decided to make a film about the fate of the town, using Mr Smith and GM as an allegory about what he sees as the rot at the core of the US economic system.

Filmed over a period of two-and-a-half years up to August 1989, Mr Moore made the theme a comic odyssey in search of Roger Smith, as he sought to accomplish the unlikely task of meeting Mr Smith and bringing him to Flint to view the social dislocation caused by the town's precipitate industrial decline.

The film is Mr Moore's first and is being followed with bemused fascination by Hollywood's movie moguls, as the satire of industrial America, made on a budget of only \$160,000, discovers a more receptive audience across the US and the West than films with budgets a hundred times bigger.

The film is being distributed by Warner Bros, which, says Mr Moore, "is watching very closely. This is a commercial aberration, they are all on pins and needles."

"If this succeeds other independent film makers will get a chance. They will put them out if they make money, speak to

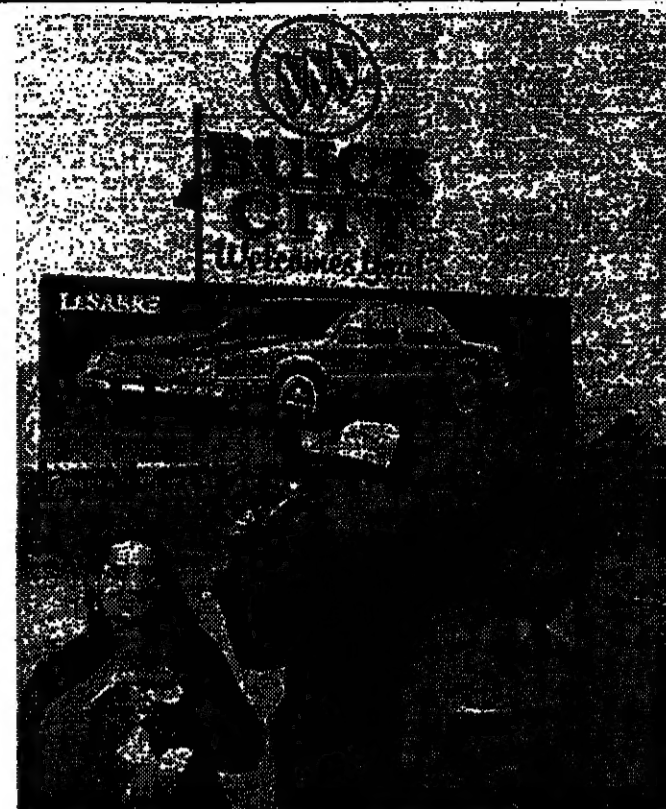
issues and are entertaining."

Speaking at the premiere of the film in Detroit, America's Motown and GM's headquarters, Mr Moore claimed that the success of the film was "GM's worst nightmare come true; it was only supposed to show to 5,000 yuppies at film festivals, now it will show to 5m."

He has a complicated contract with Warner Bros, which has agreed that the film will not be shown in any non-union cinemas in the US, that it will pay the rent for the families whose evictions figure prominently in the film, that it will issue 20,000 tickets to unemployed around the US, and that the film will be shown in labour halls in 50 cities across the country with discussions after the showings led by people from Flint.

Mr Moore is channelling 40 per cent of the film's proceeds to a non-profit foundation to help finance other first-time film makers. "The number of rejection letters they receive will be one of the criteria for help," he says. His own creative financing of *Roger & Me* included starting a weekly bingo game in his home town, which ended up raising around \$50,000, or nearly a third of the budget.

Fat and bespectacled, and cutting a wryly comic, shambling figure topped off by baseball cap, Mr Moore says that the only public reaction from *Roger & Me* came on television when he said he "was not going to see the film because he was not into sick humour". Mr Moore



In front of a General Motors car plant poster in Flint: Michael Moore, centre, and two characters in his film, deputy sheriff Fred Ross and Rhode Britton with pet rabbit.

said: "I think anyone who lays off 30,000 people when he makes \$5bn profits is into sick humour."

One crumpled letter that Mr Moore proudly carries, written by a GM official, portrays him as "a social radical with a penchant for playing fast and loose with the truth" who has taken "a one-sided, off-beat swipe" at GM.

To a Detroit premiere audience in the heart of Motown, the butt of the film was clearly Mr Smith and GM.

Mr Moore claims, however: "I don't think the problem is GM, I don't think the problem

is Roger Smith. It is the system in this country that is undemocratic. Until you have a different system you will have the Flint. A vast number of Americans are sick and tired of what is going on. The poor are getting poorer, after 16 years of Reagan and Bush we are working harder to earn less."

Three months from retirement Mr Smith wants to go down as the man who radically transformed GM in the 1980s with a \$76bn spending programme. *Roger & Me* has guaranteed that an alternative view of the impact of the Smith era will also be aired.

Brazilian inflation 'to be zero'

By John Barham in São Paulo

MS Zelia Cardoso de Mello, Brazil's Economy Minister, says she expects inflation this month to be zero. Radical anti-inflation policies brought prices down by 0.3-0.5 per cent in the four weeks to April 15, after almost doubling in the previous 30 days.

Prices and incomes will not therefore be adjusted for inflation. While that may seem obvious, many Brazilians are suspicious. They are accustomed to large, if illusory, monthly pay "increases" to keep up with inflation.

Workers confuse cost of living adjustments with real pay increases and savers confuse indexation with interest income. In the past, when inflation declined, savers began spending because they distrusted the drop in government-decreed indexation rates. This is not currently a problem because 80 per cent of savings are blocked for 18 months.

Companies and retailers never laboured under the same "monetary illusion" and habitually increased prices to fatten margins. The Government froze prices on March 15. At the end of April it intends to set an inflation "target" that will signal wage and price levels for May.

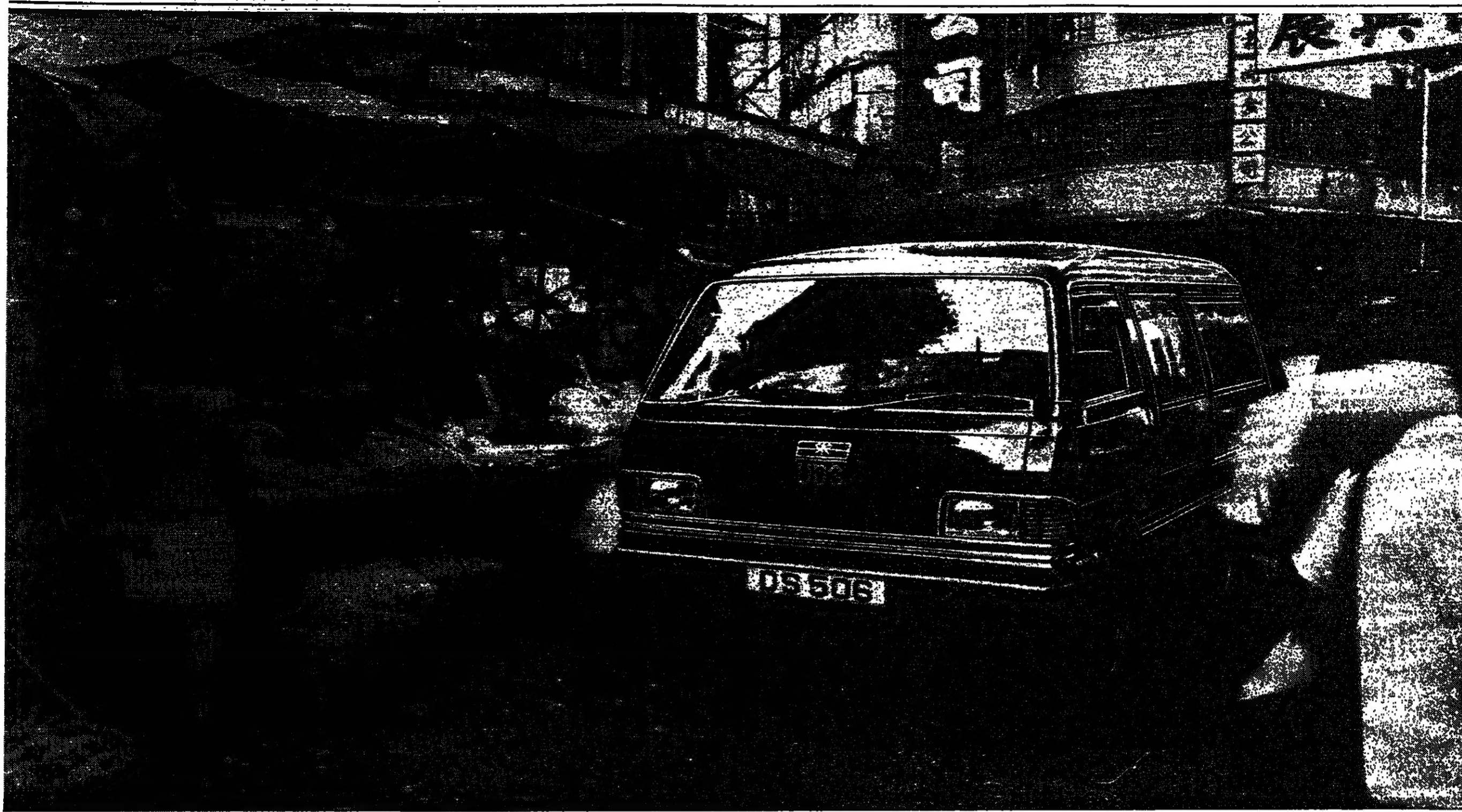
Despite indexation, hyperinflation cut real wages heavily, so zero inflation should increase real incomes. None the less, unions claim the Government has cut wages by changing the indexation formulas. Only the minimum wage of \$17 per week, paid to 20 per cent of Brazilian workers, is to increase 5 per cent in real terms this quarter.

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UK NEWS

Dr Gerald Bull co-ordinated manufacture of weapon, say officials

Gulf war origins of the super-gun

By Victor Mallet and David White

IRAQ'S project to build what is thought to be a gigantic gun with the help of Dr Gerald Bull, the Canadian artillery expert shot dead by an unknown assassin in Brussels last month, goes back to the early days of 1988, when Iraq was still at war with Iran.

Dr Bull's Space Research Corporation, which has an office in Brussels, co-ordinated the plans for the manufacture of the gun, according to the UK Customs officials who seized parts for a suspected 40-metre gun barrel at the docks in Teesport, Middlesbrough, last week.

No-one from SRC in Canada or Belgium was available for comment yesterday, but two British metal forging companies under investigation by customs - Forgemasters Engineering and Walter Somers - have confirmed SRC's involvement in the affair.

In the first half of 1988, a preliminary meeting was held at Walter Somers' premises near Birmingham, according to Forgemasters. Those present included a Dr Christopher Cowley of SRC - he has now apparently left the company - and representatives of the two UK companies.

Dr Cowley outlined the dif-

ferent tasks of the two companies for the project, which Forgemasters and Walter Somers believed to be for a petrochemical plant.

A subsequent meeting was held in Brussels in June 1988, at which executives of the Forgemasters parent company Sheffield Forgemasters were present.

Forgemasters says it contacted the UK Department of Trade and Industry about the project at this point, and continued to keep the DTI informed. The DTI has so far made no comment.

Walter Somers says that SRC and ATI (the initials are thought to stand for Advanced Technological Institute) acted as agents for Iraq and provided technical data and drawings for the various orders. Like SRC, ATI is connected to Dr Bull, Walter Somers says.

Both companies have several branches around the world; there are also some other subsidiaries of ATI unconnected with Dr Bull.

After mid-1988 Forgemasters manufactured a series of 52 pipe sections, eight of which were seized as the suspected barrel of the Iraqi gun. The other 44 are in Iraq. Forgemasters insisted yesterday that its

pipes were for a petrochemical plant.

Walter Somers provided a range of equipment, including metal pipes, special lubricants, honing stems which could be used for polishing the inside of a barrel, and hydraulic equipment which might have been a recoil device. Other companies in Europe may also have contributed to the Iraqi project.

Also in 1988, PRB, a Belgian munitions company already involved with Bull, signed a propellant contract using technical specifications from ATI of Athens. The declared destination was Jordan, Iraq's neighbour and ally.

By August 1988 the Gulf war was over, but President Saddam Hussein's ambition to develop Iraq's nuclear, chemical and conventional military capabilities was undimmed. In September last year Astra, the British fireworks and munitions company, bought PRB from Gechem, a subsidiary of Societe Generale de Belgique. Astra subsequently became suspicious about the Jordan contract and reported it to the British Government, which informed the Belgian authorities. In October, Walter Somers, a subsidiary of the Eagle Trust

mini-conglomerate, received an inquiry from Iraq about the possibility of a further order.

On March 22 this year Dr Bull was murdered. Walter Somers was told earlier this month that Iraq wished to proceed with the order, but by now Walter Somers executives were suspicious.

"Re-evaluated in the light of subsequent events and publicity there was concern that the component described in the order might be used as positioning or aiming device," said Walter Somers yesterday.

Walter Somers and Eagle Trust say they then agreed to notify the British authorities. DTI officials met Walter Somers directors to discuss the matter on April 9. On April 11 British Customs officials announced that they had detained eight pipe sections made by Forgemasters and destined for Iraq, on the grounds that they appeared to be a huge gun barrel. Customs and Excise also seized documents from Forgemasters and Walter Somers.

Despite yesterday's disclosures, it is not yet known exactly how much Iraq has managed to obtain for the gun project and what it has yet to acquire.

Credit halted for Astra's Belgian unit

By Jane Fuller and Tim Dickson

ASTRA Holdings, the beleaguered UK munitions and fireworks maker, has been told that the main bankers to its loss-making Belgian subsidiary PRB, which has been connected with the Iraqi gun allegations, have suspended credit to that company.

Mr Roy Barber, recently appointed chairman of Astra, said the Generale de Banque and the Banque Indosuez Belgique planned to terminate PRB's credit facilities today. This could mean the banks asking for the repayment of between £10m and £14m in debts. The action could lead to PRB, which employs about 1,500 people, going into receivership.

Astra bought PRB last September from Gechem, a subsidiary of Societe Generale de Belgique. It paid £1m for the share

capital and repaid more than £20m in inter-company debt. It had believed PRB was going to make a profit of more than £2m in 1989, but alleges that it later discovered that PRB made a loss of nearly £12m.

Mr Barber said Astra would not pay out a penny more. "We have neither the obligation nor the intention to do so."

Over the past six months, the UK group had tried to reach an amicable solution with Gechem, SGB and the bankers to try to ensure the subsidiary's survival. "Unless SGB makes constructive proposals, Astra has no choice but to pursue all available remedies," he said.

The directors of SGB have denied all allegations about PRB made by Astra. Mr Hervé de Carnoy, SGB's chief executive and chairman of Gechem,

said the rebuttal of all the claims was "unambiguous". There was more than a year between the first contact and the final agreement. "There was very deep discussion," said Mr de Carnoy, implying that the purchasers had ample time to uncover anything untoward.

Sources close to Gechem said that the contract between Astra and Gechem only included a warranty for the 1988 financial results. These had not been challenged.

As for 1989, the agreement said that a sum of Bfr 150m (£2.6m) would be deducted from the purchase price if PRB did not meet its profit forecast. It had been agreed that this would not be paid.

Gechem's managers believe that the blame should be laid at the poor management of the acquiring company.

The money for Astra's purchase of PRB was raised via a one-for-two rights issue in July. The rights issue document pointed out that PRB had made a loss in 1988 of £12.6m on sales of £88.6m. It also implied that PRB, which had undergone considerable reorganisation, would make a profit in 1989 of £2.3m.

The revelation of Astra's financial troubles, which include losses in the UK, has been accompanied by the resignation from the board of all five of the executive directors who had led the company since it joined the stock market in July 1988.

Ministry of Defence police are investigating contractual irregularities involving Mr Chris Gumbley, who resigned as managing director in mid-March.

BRITAIN IN BRIEF



Thatcher undeterred by Mandela

MRS Margaret Thatcher, the Prime Minister, though taken aback by yesterday's strong attack by Mr Nelson Mandela, the black South African nationalist leader, on her sanctions policy, yesterday let it be known that it would not deter her from going to South Africa.

British officials said Mrs Thatcher still hoped to have talks with Mr Mandela despite his warning that she would not be welcome in South Africa until a deal had been reached between the African National Congress and the government.

At Monday's televised rock concert in Wembley stadium to celebrate his release in February after 27 years of imprisonment, Mr Mandela called for a reinforcement of economic sanctions against South Africa.

Tokyo insurer buys UK stake

Tokyo Marine and Fire Insurance, the leading Japanese non-life insurer, is to take a 2.9 per cent stake in Commercial Union in a move likely to strengthen the defences of the UK composite against a hostile bid.

Commercial Union has been the frequent subject of takeover speculation, in the past usually centred on the 14.5 per cent stake held by Sun Alliance, the largest UK composite insurer.

The UK company said yesterday that to underline the long-standing friendship between the two companies Tokyo Marine had purchased 12.3m shares in Commercial Union and Commercial Union had bought 3.4m shares in Tokyo Marine. The two companies have also reached

an agreement to support each other in the other's home market.

Defence order delays attacked

MR Paddy Ashdown, leader of the opposition Liberal Democrat party, yesterday criticised the Ministry of Defence for delays in confirming orders for the Anglo-Italian EH101 military helicopter.

Mr Ashdown, whose Yeovil constituency includes the Westland plant where the helicopter would be manufactured, also said a proper defence review was



required for correct decisions to be made on procurement issues such as the EH101 helicopter.

In a speech in Yeovil, Mr Ashdown warned that delays in confirming orders for the EH101 would weaken Britain's defences, waste taxpayers' money and cause problems to the management of the project.

Tale of two northern cities

THE perpetual row about whether Manchester or Leeds is emerging as the true capital of northern England is about to take another turn.

A forum has been set up by 29 leading companies and firms in Yorkshire and Humberside to encourage financial services such as banking, venture capital and stockbroking to develop outside London.

The forum already claims to represent "the most important financial centre outside London." This is sure to bridle with the larger numbers of professionals, particularly in banking, who

work in the "square half-mile," an area of central Manchester which styles itself as the north's miniature version of the City of London.

Teachers face confrontation

LEADERS of the National Union of Teachers were facing a confrontation with the union's members last night after losing overwhelmingly a crucial vote committing the union to national strike action.

Delegates at the union's annual conference in Bournemouth voted by 106,280 to 74,057 in favour of national strike action over compulsory redundancies. However, Mr Doug McAvoy, NUT general secretary, said the executive would not conduct a national strike ballot.

"The executive will not be implementing any decision of conference which will take the Union outside the law," said Mr McAvoy, who argued that a national strike over local redundancies would be illegal secondary action.

More businesses in liquidation

The number of businesses going into liquidation has risen substantially, echoing the even more marked rise in receiverships which was reported last week. According to figures yesterday released by accountants KPMG Peat Marwick McLintock, 1,400 companies went into creditors' voluntary liquidation in the first three months of this year, 27 per cent up on the same period in 1989. The number of receiverships over the same period more than doubled. The liquidation figures are less dramatic since there is always a core of businesses going into liquidation whatever the economic climate, Peat said.

Yuppies turn into 'Yuppies'

The days are numbered for the whizkids of the 1980s. The young professional - yuppies - and dual income no kids - dinkies - have been overtaken by a new species labelled "yuppies" by a British research organisation.

Yuppies are the creation of the Henley Centre, the research organisation which

plots changes in social and spending trends. They are the yuppies who in the 1980s preferred to be seen carrying a mobile phone rather than a baby and who, Henley suspects, should turn into indulgent mums and dads, the yuppies of the 1990s.

Yuppies are partly the products of the last baby boom in the 1960s who are now entering their 30s and are starting to have babies of their own. They are also the legacy of social change. The growing number of working women means that people are not only waiting until they are older to have children, but have more money to spend on their babies when they are born.

Henley has reeled off reams of facts and figures. The British "parent population" will increase by 750,000 between now and the year 2000. The average age at which women have their first child is getting higher and the number of working mothers is rising rapidly.



Hendrix guitar goes to auction

THE guitar made famous for being played upside down is expected to fetch up to £70,000 when it goes on sale in London next week.

Jim Hendrix's Fender Stratocaster guitar, played in the unorthodox manner at the Woodstock Festival in 1969, will be part of Sotheby's "rock 'n' roll" sale.

Hendrix was famous for smashing or setting fire to his guitars but this one survived. The sale is expected to raise more than £500,000. Other items include Elvis Presley's 1966 Rolls-Royce Silver Cloud and an ivory-draped evening gown that belonged to Marilyn Monroe.

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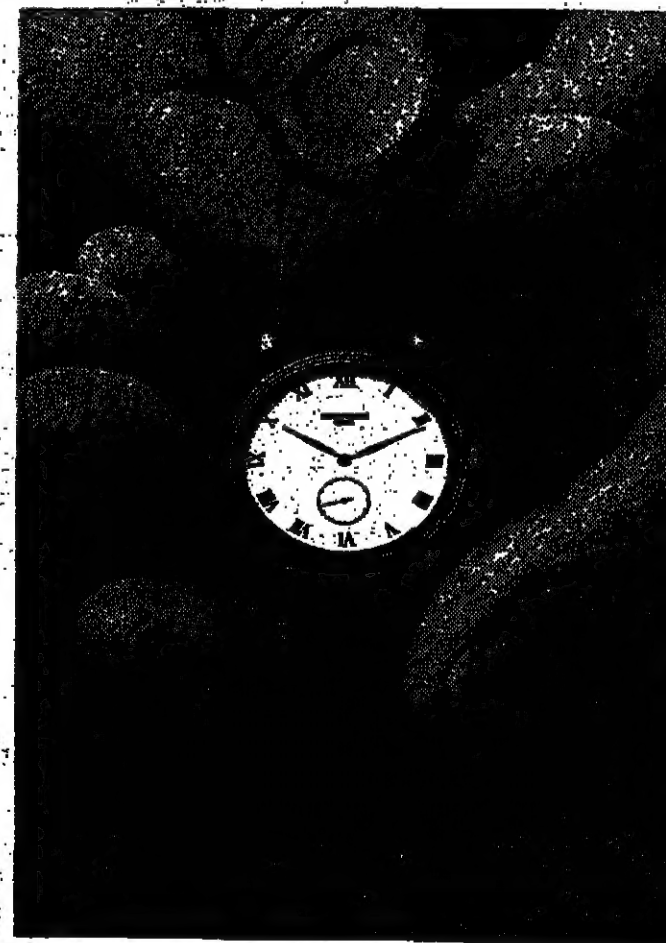
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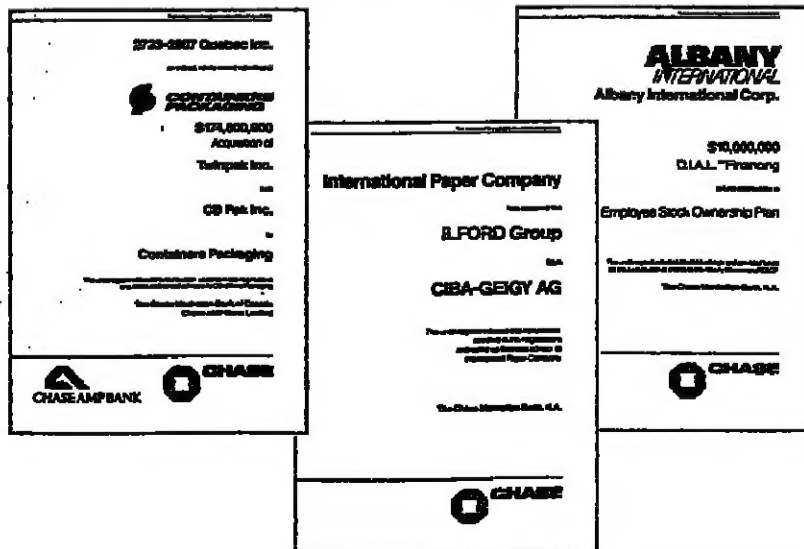
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UK NEWS

Babcock alliance with Ahlstrom in power market

By Maurice Samuelson

AHLSTROM PYROPOWER of San Diego, a leading supplier of clean coal-fired power stations, is to reduce its presence in Britain where its advanced combustion technology will in future be marketed by Babcock Energy, part of Babcock International.

In return, Babcock's combustion products will be marketed in the US by Ahlstrom Pyro-power.

In a joint statement yesterday, the two companies claimed they were joining forces to promote advanced combustion technology for Britain's next generation of clean coal fired power stations.

Ahlstrom Pyro-power is part of the Finnish-owned Ahlstrom group which specialises in circulating fluidised bed (CFB) technology for clean and efficient combustion of a wide range of fuels. Babcock is one of Britain's leading boiler manufacturers.

The deal, which also embraces cross licensing arrangements, is believed to reflect Ahlstrom's recent difficulties in the US where demand for coal-fired power stations has been hit by wor-

ries over the "greenhouse effect" and proposals for a carbon tax.

With nearly 30 units under construction in the US, Europe, the Far East and Middle East, the group claims to have the biggest share of the world market, although Lurgi of West Germany surpasses it in generating capacity supplied.

In Britain Ahlstrom has been pinning its hopes on British Coal's plans for a chain of "green" power stations at collieries.

The Ahlstrom-Babcock alliance, like a number of recent mergers and trading links, reflects the sharpening competition for an increasingly sophisticated power station market highlighted by the radical restructuring of the electricity industry as part of privatisation proposals.

● The Government has approved a second large gas-fired power station at Killingholme, South Humberside, to help meet electricity demand and tighter standards on atmospheric pollution during the 1990s. The plant will be built by National Power for about £250m.

Eurotunnel near halfway mark despite rising costs

David Lascelles reports on the progress of a new financial package for the Channel tunnel

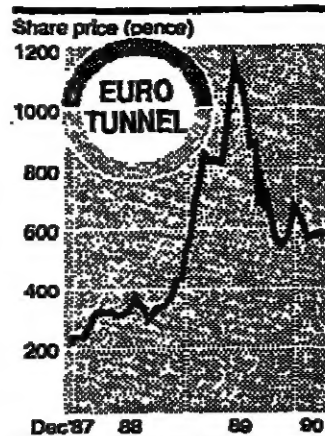
Within the next fortnight, Eurotunnel hopes to achieve the halfway mark in the 150km of tunnels it is boring under the Channel. That achievement will follow a period of record progress and will mark a welcome change from the stresses and strains earlier this year when Eurotunnel had a major row with its contractors over cost overruns, and came close to collapse.

But the coming weeks will also bring to a head the delicate negotiations over the new finance which the company now needs to meet those overruns. Worsening economic conditions and the sheer technical problems of raising such a large sum of money have increased the size of the task.

For several months, Eurotunnel has been in technical default on the terms of its £5bn financing package with a group of 208 banks. But in January the banks agreed to a waiver lasting till the end of next month to allow the company to put together proposals for new money.

It is now evident, however, that the deadline will not be met. The 22 "lending banks" who lead the syndicate met last week to be briefed on the position. But despite the reservations of some banks, the likelihood is that they will recommend a further waiver lasting till next September to give Eurotunnel the summer period in which to piece together its plans.

Part of the reason for the delay is that both Eurotunnel and the banks are awaiting up-to-date reports from the project's consultants as well as new projections on likely traffic.



These will, on the whole, provide good news and should form the basis of the new package. Progress on plans to build the fast link between London and the Channel will also help.

But the banks are also taking a more cautious view. They have "hardened" their economic model for the tunnel because of the worsening business climate. For example, they have raised the real interest rate assumption from three per cent to four per cent, which is significant for a project which is as heavily borrowed as Eurotunnel.

All this is adding to upward pressure on the amount of new finance that Eurotunnel needs to raise. Whereas the company was talking about £1.5bn at the beginning of this year, company sources now say that "at least £2bn" will be needed in order

to create a sufficient reserve.

However, Eurotunnel's bankers seem much more confident about the prospects for the tunnel than they did during the crisis in January. Mr John Melbourn, chief executive of corporate and institutional banking at NatWest, one of the agent banks to the syndicate, said: "We believe it is well-founded and has a good chance of being completed on or near time."

The parameters of the new financing package were acceptable to NatWest, he said. He also countered suggestions that the banks had reservations about Mr Alastair Morton, the forthright chief executive of Eurotunnel, who was blamed for much of the acrimony between the company and the contractors. "If Alastair Morton went, it would send deep concern through all

the 208 banks," he said.

NatWest's support must be particularly welcome to Eurotunnel. It is believed that NatWest, exasperated by the constant warring, was responsible for asking the Bank of England to mediate between the company and the contractors last January.

Among other groups of banks, the continentals are reported to be generally supportive. Deutsche Bank, for example, has said it views Eurotunnel as an infrastructural project of European importance. The virtual absence of US banks from the consortium is also seen as a plus now because of growing worries about the state of the US banking market back home.

Although Japanese banks, who are advancing 30 per cent of the finance, have been making hawkish noises, European bankers report that they

appear more positive and cohesive round the table. "I just don't think that Japan Inc. can afford now to let this project fail," said one European.

Another issue is whether the European Investment Bank, which finances infrastructure projects, should become more deeply involved - a rather sensitive question since Eurotunnel is supposed to exist without official support. The EIB accounts for 51bn of the £5bn of Eurotunnel's finance, but the money is secured on letters of credit from the commercial banks so EIB takes no risk. But though a deeper EIB commitment would take some of the financial pressure off Eurotunnel, it would probably be unacceptable politically.

The financial package will be three quarters bank finance and one quarter equity or its equivalent, which means that shareholders will now be asked for at least £500m under the revised estimates. Some concern has been expressed as to whether Eurotunnel can mount a rights issue while the large claims - about £300m - which still exist from the contractors remain unarbitrated. But Eurotunnel takes the view that arbitration is such a long and complex business that it cannot be allowed to affect financing plans.

The tunnel still hopes to go ahead with the equity issue in October or November, to coincide with the moment when the French and British sides meet under the Channel, an occasion that will give the tunnel its biggest fillip yet. The completion target for the tunnel remains mid-1993.

TV companies told to expect European bids for franchises

By Raymond Snoddy

UP to a quarter of the UK's 18 ITV companies could lose their franchises next time round and companies from the European Community are likely to take the opportunity either to bid for franchises or to take stakes in existing ITV companies.

The predictions came yesterday in a report, *Investing in UK Television*, from the media group of Coopers Deloitte, the accountants and management consultants.

"At no time since commercial began in the UK in 1955 has there been such an opportunity for new companies to enter the market," Mr George Eccles, chairman of the media group, argues.

The Coopers report says the advantages the existing ITV companies may have will not be enough to ensure licence retention.

Mr Ekip Meek, head of the Coopers Deloitte franchising unit, says that while the new franchises will be extremely hazardous and that there is a danger of several successful

applicants overbidding to avoid losing out. Lack of profitability could then threaten their survival.

"Despite the Government's protestations I do not believe that the broadcasting bill has sufficient safeguards to avoid a repetition of experience in Australia," Mr Ekip Meek argues. In Australia, the main commercial networks were taken over by people inexperienced in broadcasting at prices which turned out to be unsustainable.

The Coopers Deloitte report which will be issued to 7,000 delegates at the MIP-TV market in Cannes, France, later this week predicts that the new Channel 3 franchises will be less profitable than the existing ITV franchises and that the new Channel 4 will require a high level of initial investment.

The management consultants do however believe that cable television will increase its penetration in the UK although it is still rated a speculative investment.

British Midland likely to expand European routes

By Paul Betts, Aerospace Correspondent

BRITISH Midland, the second-tier UK airline, is expected to announce today plans to expand its European air services including its long-awaited decision to start a regular service between London Heathrow and Paris.

The move is likely to intensify competition on short haul European routes and especially on the very busy London-Paris route.

British Midland's plans are likely to put pressure on British Airways and Air France, which have so far dominated the Heathrow-Charles de Gaulle, Paris, route. Dan Air and Air Europe also serve Paris from London Gatwick but not Heathrow.

The British Midland move is expected to be welcomed by the European Commission, which has been anxious to increase competition and consumer choice in European air transport. The EC is worried that its gradual liberalisation of European air transport risks being undermined by the recent spate of consolidations and partnership agreements between large European airlines.

Mr Michael Bishop, British Midland chairman, has long campaigned for increased competition in European air transport and recently opposed BA's plan to acquire a 20 per cent stake in Belgium's Sabena World Airlines. British Midland has also objected to the acquisition by Air France of a controlling stake in UTA, the private French long distance airline, and in Air Inter, the domestic French carrier.

Although Scandinavian Airlines System (SAS) owns a 25 per cent minority stake in British Midland, the second tier UK airline regards itself as an independent carrier intent to pursue a vigorous strategy of challenging BA and other big European carriers on domestic UK routes as well as high volume short distance European routes such as London-Paris and London-Amsterdam.

Government to permit new UK onshore oilfield

By Steven Butler

MR PETER MORRISON, energy minister, yesterday gave the go-ahead for development of the Whisky oilfield, an onshore field south west of Lincoln, in eastern England.

The field will be developed by Midland Oil and Gas, a wholly owned subsidiary of Blackland Oil which acquired licences covering the Whisky field from British Petroleum last year.

East Midland will pursue a four-phase development of the field, with phase one costing £600,000. Total investment would reach £2.55m should all four phases proceed.

Oil production should start in three to four weeks from exploration wells currently in place, with oil taken to market in tanker trucks. Recoverable reserves of the field are estimated at between 1.5 and 2.5m barrels, which would be produced over a period ranging from seven to 13 years. Production would reach an initial rate of between 300 and 400 barrels a day.

Relatively small oil and gas reservoirs can be developed profitably onshore because of lower investment and operating costs. However projects tend to be subject to long delays because of the difficulty of obtaining local authority planning consent.

Mr Morrison yesterday praised the environmental record of onshore oil developments in the UK.

Blackland is a small independent company with a relatively large presence in UK onshore exploration. It is 22 per cent owned by Mr Rupert Lycett-Green, who is also chief executive.

Mr Lycett-Green said local authority planning consents had been taken about nine months to obtain. He said the development would make relatively little impact on the area, which while mainly rural, is close to other industrial facilities and busy roads.

East Midland has a majority interest in the field. Its partners are Edinburgh Oil and Gas and British Gas.

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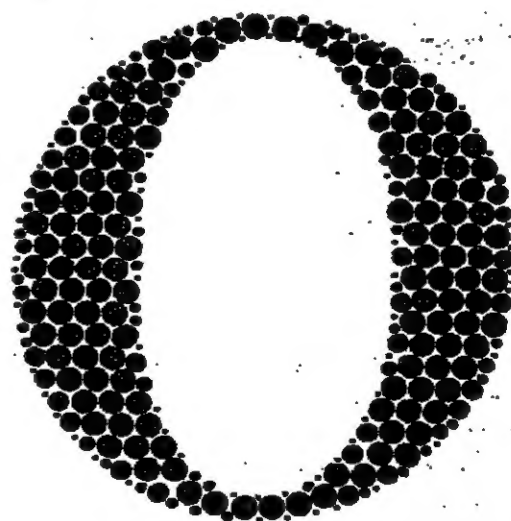
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Tradition still rules the roost

Behind a free-wheeling facade, corporate attitudes are fundamentally unchanged, Guy de Jonquières reports

When Pechiney, the large French aluminium company, acquired American National Can for \$1.2bn in late 1988, Michel Rocard, the prime minister, convened a special televised press conference to acclaim the deal as a triumph for industry and for the nation.

The episode says much about the shift in French attitudes during the 1980s from suspicion to admiration of business enterprise. Profit, once a dirty word, has become not merely respectable but even fashionable, as newly self-confident French industries have cast aside lifelong inhibitions and set out to conquer international markets.

The changes are palpable in the media world of go-getting entrepreneurs such as Bernard Tapie, in French executives' growing familiarity with American management jargon, in the swelling flow of young high-flyers from state service into industry, and in the steady stream of candidates seeking to enter French business schools.

Yet this sudden enthusiasm for free-wheeling capitalism has not fundamentally changed the style and attitudes of French management, according to a book by two academics from Loughborough University. While generally impressed by the ability of the country's managers, the authors find them still steeped in rules, values and practices deeply rooted in national tradition.

Their researches reveal a managerial world governed by what, to Anglo-Saxon eyes, appear surprisingly elaborate hierarchies and rituals and an obsession with status and job security. Most French executives

are found to enjoy restricted career mobility and promotion prospects, while the lucky few who make it to the top rule over their employees with autocratic aloofness.

By far the most important determinant of a French manager's career, the authors conclude, is not his performance on the job but his educational credentials. "In most countries, educational pedigree is simply an entry ticket into a company. In France, it is an employment passport which often substitutes an assurance for life," the book says.

Furthermore, the value of a diploma is judged largely by the prestige of the awarding institution. Ordinary universities are regarded with disdain by French corporate recruiters, for the aspiring executive attendance at one of the better *Grandes Ecoles*, (high-powered vocational training schools), is almost obligatory.

The prowess of the *Grandes Ecoles* rests heavily on their rigorous admission procedures, which weed out all but the most brilliant candidates. The intensely cerebral quality of the education they provide also informs French attitudes to management, which is viewed primarily as an intellectual challenge, to be resolved by the remorseless application of individual brainpower.

In management hierarchy, "the essential criterion in

determining prestige seems to be the degree of immateriality of the task," the authors say. Hence, electronics carries more kudos than heavy electrical engineering, and finance, marketing and corporate communications are more highly esteemed than production or purchasing.

In that sense, France may seem to resemble Britain. However, the authors claim to perceive an important distinction. French managers, they say, are motivated by an abstract and conceptual thinking, while British ones merely reflect a national tendency to regard industrial production as a lost cause.

One of the most interesting chapters deals with relations in the office. These are governed by a stiff formal code which seems intended to minimise human intercourse. Open plan offices and fraternisation outside working hours are rare, business correspondence is enshrined in an ornately impersonal style and the *patron* (boss) remains a remote, omnipotent and somewhat forbidding figure.

Even the colloquial *tu* (rather than *vous*) form of address is used less to denote familiarity than to emphasise the distance between colleagues than to keep outsiders in their place. "From an Anglo-Saxon standpoint, the deliberate restraint and rigidity of French office life would make it quite unbearable," the

authors say. "However, in the French mind this lesser investment of the 'self' is considered a means of preserving personal choice and independence."

The almost despotic power vested in the *patron* — the authors draw political parallels with President de Gaulle — is tolerated for similar reasons. "Individuals are quite prepared to accept the arbitrary decisions of a distant leader since it provides direction and guarantees independence." In other words, the freedom of the individual manager is preserved by his apparently rigid working environment.

In the race to scale the commanding corporate heights, education again emerges as decisive, with the most accomplished young scholars earmarked for rapid promotion early on. Above all, the system favours members of the *Grandes Ecoles*, composed of the top graduates of the Polytechnique and the Ecole Nationale d'Administration, the two most illustrious *Grandes Ecoles*.

These super-élites are bound together by a shared interest in power, exercised and preserved through privileged contact networks and a system of patronage which spans the public and private sectors. Their highly versatile members continue to occupy many of the top jobs in government, both as civil servants and ministers, and in

industry, particularly in old-established companies such as Saint Gobain, Suez and Société Générale.

For ordinary mortals, the going is tougher. Indeed, the book concludes that the only ways for the average manager to rise quickly through the ranks are to join the French subsidiary of a foreign company, to gain experience working abroad or to set up their own firm. However, restricted mobility between companies makes it hard to use success in any of these endeavours as a springboard into the mainstream of French industry.

So, what of the "new breed" of gun-ho French manager, beloved by French business magazines, which is widely supposed to have emerged in the 1980s? The book concedes there has been a change in atmosphere which has made French managers more outward-looking and has led to the public lionisation of entrepreneurial empire-builders such as Bernard Tapie and Vincent Bolloré.

However, it warns, much depends on the continuing success of such self-made men; if they stumble, the mood could suddenly change. "Beneath the vociferous support, French capitalism is highly susceptible to a reversal of values."

"Oddly enough, much of the danger comes from the *patrons* themselves — outwardly they join in the chorus of openness

or mouth the latest buzz-words, but privately they resent the invasion of American-style values. In private conversations, a number of managers... were simply waiting for the whole thing to blow over and for 'normal service' to be resumed."

Perhaps they will be proved right. But the book arguably underestimates the depth of the change in French managerial culture stemming from the Socialist government's retreat from a long tradition of assertive interventionism, its growing enthusiasm for the market and French industry's increased exposure to international competition.

With the advent of a single European market, these trends seem unlikely to be reversed. Even managers of nationalised companies have come to enjoy autonomy without precedent in French history. None the less, state/industry relations in France remain more interventionist than in any other EC country; the book could usefully have explored how far government influence extends nowadays, and just how it is exercised.

It also has almost nothing to say about corporate governance. One is left wondering what pressures stimulate France's top industrial managers to perform if, as the authors claim, many of them are virtually a law unto themselves. Can such lordly isolation survive heightened shareholder expectations and growth of hostile takeovers engendered by deregulation of French financial markets?



The role of the patron, as perceived by Sempé

know how to buy — albeit often at high prices. The real test will be their success in managing and integrating effectively acquisitions in countries with business cultures very different from their own. It is still an open question whether Gallic adaptability will rise to the challenge, or whether the highly distinctive nature of French management will prove a handicap when it comes to coping with the world outside.

* *Management in France*, by Jean-Louis Barsoux and Peter Lawrence, Cassell, £19.95.

A defence initiative comes down to earth

Simon Holberton reports on a strategy designed for companies vulnerable to takeover

Imagine this. You are the chairman of a public company. You and your board control less than 5 per cent of the company's stock. A US mutual fund, not known previously for its loyalty, is sitting on a block of 16 per cent of your stock.

It gets worse. You had a disastrous year. Within your sector your price to earnings ratio — share price as a multiple of earnings per share — is far below the average, indicating that you have few fans in the City. The financial press has questioned your management skills.

Worse still, it would be easy to dismember the company. One division in particular could easily be sold. Within your sector there is another company to which you appear, on paper at least, to be the copybook definition of synergy.

Financially, though, your com-

pany is not on its knees. It generates a positive cash flow and your balance sheet is sound; debt represents just 30 per cent of shareholders' funds. Unfortunately, your financial prudence has only made you a more attractive takeover target.

You have just been taken through an analysis designed to rate you in terms of your susceptibility to takeover. Out of 100, you have scored 94 on the "vulnerability index," which makes you very close to being the perfect takeover target.

You are an actual company but, for the purposes of presentation, Richard Koch and Adrian Black-

shaw, who developed the index and the analysis to go with it, have withheld your name. Koch and Blackshaw have drawn up a list of the 100 most vulnerable-to-takeover companies in Britain. Of the top 25, 16 appear in the FTSE 100 Share Index.

Koch is the K in LEK, a fast-growing management consultancy in the 1980s which he left in October 1988 to start Strategic Ventures, 15 per cent owned by Tramwood, the Black consultancy. Blackshaw is the managing director of Blackwood, the investor relations subsidiary of Tramwood.

Koch and Blackshaw have devel-

oped their system of analysis not to assist potential predators but to provide vulnerable companies with a basis for formulating a defence. It is called the Strategic Defence Initiative but the unwelcome rockets it is designed to intercept are not the ones that kept Ronald Reagan awake.

The service they offer is a blend of investor relations and a detailed analysis of the company and the markets in which it trades. It is based on their belief that being prepared for a bid can provide management with a psychological advantage over the predator and that, in the final analysis, prevention can

sometimes forestall the cure. Aside from their initial assessment of vulnerability to a hostile bid, based on stock market ratings and an analysis of a company's share register, Koch and Blackshaw say they offer a potential customer four things.

● A strategic diagnosis of the company. This looks at the segments of a market in which the company trades and attempts to compare the company's performance relative to its competitors.

● A valuation of the company, which disaggregates the various operating units of a business and asks what they are worth to a

potential buyer.

● An analysis of investment institutions' perceptions of the company and their likely behaviour in the event of a bid.

● A plan of action which would embrace the lessons learned from the foregoing.

Like all protection, the services of Koch and Blackshaw are not cheap. The full SDI treatment, which would require six professionals working half-time for two months including expenses, will cost £160,000 to £170,000. "We don't intend to work for many people and not for companies which compete

with each other in a sector," Koch says.

But are they making an offer too good to refuse? Although Koch and Blackshaw are billing SDI as an essentially defensive service, they will be open to companies and/or investors who are looking for prospective takeovers. They say they will not discuss clients with others and that a client will be given a 2-year "hands off" guarantee effective from the day SDI finishes working for them.

"If we've done the research and incurred the expenses and all we do is meet the company and they have given us no confidential information then our time and energy can be used elsewhere," says Koch. "But it is an act of commercial sense that we wouldn't promote them as a takeover; if someone approaches us then that would be different."

COMPANY NOTICES

STATE LOAN OF THE KINGDOM OF HUNGARY

7½% (Now 2.75 per cent) Sterling Bonds 1924

Notice is hereby given that a Drawing of Bonds of the above loan took place on 10th April, 1990, attended by Mr. William Brignall Kennard, of the firm of Jahn Venn & Sons, Notary Public, when the following bonds, which have been assented to the 1988 Offer, were drawn for redemption at 110% on 1st May, 1990, from which date all interest thereon will cease:—

6 BONDS OF £1,000 NOMINAL CAPITAL EACH
50084 50165 50236 50323 50520 50526

27 BONDS OF £500 NOMINAL CAPITAL EACH
51025 51066 51326 51427 51525 51540 51636 51846 51986 52046 52067 52290 52301 52333 52589 52608 52609 52703 52761 52943 53175 53177 53201 53245 53263 53302

222 BONDS OF £100 NOMINAL CAPITAL EACH
58045 58206 58212 58221 58269 58380 58415 58442 58493 58715 58783 58849 58883 59072 59097 59300 59511 59514 59580 59586 59933 59934 59935 59936 59937 59938 59939 59940 59941 59942 59943 59944 59945 59946 59947 59948 59949 59950 59951 59952 59953 59954 59955 59956 59957 59958 59959 59960 59961 59962 59963 59964 59965 59966 59967 59968 59969 59970 59971 59972 59973 59974 59975 59976 59977 59978 59979 59980 59981 59982 59983 59984 59985 59986 59987 59988 59989 59990 59991 59992 59993 59994 59995 59996 59997 59998 59999 60000 60001 60002 60003 60004 60005 60006 60007 60008 60009 60010 60011 60012 60013 60014 60015 60016 60017 60018 60019 60020 60021 60022 60023 60024 60025 60026 60027 60028 60029 60030 60031 60032 60033 60034 60035 60036 60037 60038 60039 60040 60041 60042 60043 60044 60045 60046 60047 60048 60049 60050 60051 60052 60053 60054 60055 60056 60057 60058 60059 60060 60061 60062 60063 60064 60065 60066 60067 60068 60069 60070 60071 60072 60073 60074 60075 60076 60077 60078 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JOBS

Rewards and risks of international mobility

By Michael Dixon

HOW will pay change if high-grade workers become increasingly mobile across national frontiers?

When the question was put to a seminar of company pay-system managers not long ago, the answer that won most support betokened a certain cynicism about the chiefs who employ them. The pay specialists agreed that, in any big internationally operating concern wherever its headquarters, the topmost bosses would notch up their own rewards to the world's highest level.

Another outcome thought only a little less probable, however, was that companies would re-think their policies for paying staff working for them outside their homeland. As one of the specialists explained:

"If we want to have an internationally mobile workforce, taking jobs abroad will have to be seen as normal. That's the opposite of how most people see it now, and one of the best levers for changing their attitude is pay - it delivers a stronger message than any company mission statement. But the message it gives at present is that going to work outside your own country is an extraordinary thing to do." The accuracy of those words is surely confirmed by

| Country of residence | Net pay £ | Buying power £ | % of expatriate executives in each country whose benefits included: | Free | Aided | Free | Company car | Club fees | Education | Medical insurance | Passage home |
|----------------------|-----------|----------------|---|------|-------|------|-------------|-----------|-----------|-------------------|--------------|
| Malaysia | 53,901 | 61,918 | 86 | 10 | 76 | 83 | 62 | 86 | 97 | 100 | 100 |
| Nigeria | 41,801 | 48,832 | 84 | 16 | 81 | 77 | 77 | 81 | 94 | 90 | 90 |
| Saudi Arabia | 46,383 | 48,595 | 57 | 3 | 84 | 63 | 9 | 69 | 84 | 100 | 100 |
| India | 40,228 | 48,113 | 100 | - | 44 | 81 | 72 | 100 | 94 | 72 | 72 |
| Bahrain | 43,006 | 43,170 | 91 | - | 91 | 67 | 61 | 91 | 100 | 100 | 100 |
| US, New York | 62,246 | 40,395 | 50 | 21 | 17 | 58 | 33 | 63 | 100 | 92 | 92 |
| Singapore | 43,584 | 40,075 | 80 | 5 | 44 | 75 | 58 | 80 | 93 | 100 | 100 |
| Kenya | 35,786 | 39,073 | 100 | - | 57 | 96 | 57 | 61 | 78 | 91 | 91 |
| US, NE & E | 57,487 | 35,636 | 56 | 24 | 20 | 52 | - | 52 | 88 | 100 | 100 |
| Indonesia | 36,798 | 35,522 | 85 | - | 81 | 81 | 70 | 88 | 89 | 89 | 89 |
| Greece | 42,168 | 38,262 | 94 | 6 | 63 | 69 | 69 | 88 | 100 | 81 | 81 |
| Hong Kong | 45,843 | 37,231 | 79 | 8 | 31 | 65 | 61 | 83 | 97 | 100 | 100 |
| Japan | 76,436 | 37,028 | 76 | 31 | 29 | 67 | 67 | 83 | 98 | 100 | 100 |
| Belgium | 46,288 | 36,950 | 36 | - | 18 | 59 | 14 | 86 | 100 | 100 | 100 |
| Switzerland | 58,610 | 36,580 | 96 | - | 33 | 71 | 54 | 100 | 100 | 83 | 83 |
| Italy | 51,564 | 35,165 | 75 | 19 | 50 | 89 | 63 | 88 | 100 | 81 | 81 |
| Australia | 43,645 | 34,836 | 85 | - | 45 | 55 | 45 | 100 | 100 | 85 | 85 |
| France | 44,753 | 30,459 | 83 | 7 | 38 | 81 | 36 | 67 | 95 | 93 | 93 |
| W. Germany | 38,094 | 29,711 | 70 | 19 | 46 | 54 | 38 | 99 | 97 | 92 | 92 |
| | 46,243 | 28,350 | 43 | 37 | 30 | 77 | 43 | 73 | 95 | 87 | 87 |

Comparable home-based UK executive on gross pay of £32,000 has buying power of £23,328.

the above table which, as in previous years, is taken from the survey made by the P-E International consultancy. The survey is compiled from data supplied by 46 assorted companies with a total of over 5,000 British nationals working as expatriates in 43 countries.

Since my figures refer to less than half of them, and to only one of several ranks of overseas workers in each case, anyone wanting more

information will need to obtain the full report. It is available, at a price, from Tom Raftery of P-E at Park House, Wick Rd, Egham, Surrey TW20 0HW; tel 0784 434411, fax 0784 437222. The consultancy bases its calculations on samples of the British expatriates who typify various ranks as measured by how much the company would pay them if they were working for it in Britain. The rank I have

used is the one whose "home-based" money rewards would be £32,000 gross which - for the married person with two dependent children on whom the table is standardised - would reduce to a "buying power" of £23,328.

The 20 countries listed are those with the biggest groups of overseas staff including a statistically respectable number of that specific rank. Besides giving their average net pay after tax and social

security payments in the country in question, the table adjusts the net sum in line with price differences so as to show their buying power. Then come the percentages also enjoying each of a range of fringe benefits.

As may be seen, the expatriate status carries with it everywhere a considerable bonus in buying power as well as perks. Moreover the advantage holds not only in distant parts of the world, but in six countries which can be reached by air in not much more time than many home based executives take to travel to and from work each day.

Given the move to a single European market from 1992, it is doubtful that expatriate status for British nationals can be justified much longer in those half dozen countries, at least. Nevertheless, to the Jobs column's mind, there will remain a strong case for paying staff working even just across the Channel appreciably more than they would receive at home.

For one thing, research shows it is extremely hard for people to learn to buy economically in foreign parts as they do in their own land. But above all, staff who move overseas deserve extra benefits to compensate for the increased career risk

they take. Hardly a week goes by without my hearing from executives who, having been persuaded to work abroad for their company, are now unable to persuade it to offer them an acceptable job back home.

The rule seems to be that, whatever they gain in pay by moving from headquarters, they often lose the political contacts and influence needed to safeguard their long-run career. And that is something which, no matter how great the increase in international mobility, I do not expect to change.

Germany

PERHAPS the said rule should be borne in mind by any reader tempted by the job recruiter John Williams is offering for an economist familiar with Germany's equity and fixed-interest markets to work there for a Japanese investment house. Since Mr Williams may not name his client, he promises to respect applicants' requests not to be identified to the employer at this stage.

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Previous experience of developing a new product or project from inception to implementation is a key requirement.

Salary will be negotiable from £30,000. In addition there is a performance related bonus, private medical insurance, pension scheme and company car. Relocation help will be available.

In the first instance write with CV to our consultant Jennie Hale, MSL Advertising, Broad Quay House, Bristol BS1 4DJ. Tel: (0272) 276617. All applications will be discussed with the client unless otherwise requested.

MSL Advertising

DUNEDIN FUND MANAGERS LTD

Dunedin is one of the largest fund managers in Scotland with offices in Edinburgh, Montreal and Tokyo. Due to continued expansion and implementation of our strategy for the 1990s, we have a number of investment management opportunities in our Edinburgh office.

GLOBAL FIXED INTEREST MANAGER

The successful candidate will have a background in international bond markets and, while being responsible for all aspects of Dunedin's fixed interest portfolios, will also be expected to participate in our marketing efforts, principally in North America. This will be a highly visible appointment and the ability to communicate effectively is essential. Candidates should have at least five years' investment experience and will probably be over 27 years of age.

INVESTMENT MANAGERS - OVERSEAS EQUITIES

We are seeking investment managers with at least two years' experience of international equity markets. Working within small geographic teams, the persons appointed will have immediate responsibility for day to day management of portfolios. Candidates must have established a successful investment record and be willing to integrate and contribute fully towards our team approach.

ANALYSTS

We are establishing new analytical positions with responsibility for researching and monitoring new and existing equity holdings as well as maintaining our proprietary in-house database. These positions are suitable for candidates with some experience although we may also consider graduates wishing to enter the investment management industry.

All these positions offer a fully competitive remuneration package and the opportunity to live and work in the city which has been voted as having the highest quality of life in the U.K.

Applications should be made in writing to:

C.F. Peters, Company Secretary, Dunedin Fund Managers Limited, Dunedin House, 25 Ravelston Terrace, Edinburgh EH4 3EX. Dunedin is a member of IMRO

SALES & MARKETING Financial Products

20 years experience in Commodities, Financial Futures, FX, and Investment products. Completely bilingual (French/English). Professional contacts range from the High networth individual to the Corporate & Financial Institutions in Europe and United Arab Emirates.

Seeks a position where experience and marketing abilities can be used.

Please write to Box A800, Financial Times, One Southwark Bridge, London SE1 9HL

R.P. MARTIN PLC

We are seeking to recruit experienced spot cross currency brokers. Interested applicants should apply in writing enclosing c.v. to:

O.McKINLEY PERSONNEL MANAGER
R.P. MARTIN PLC 4 DEANS COURT
LONDON EC4V 5AA
for further details telephone- 01 600 8691 x 251

Unit Trust Management

Contribute to the launch and development of a new Unit Trust Company

Our client, a major UK financial institution, is at present diversifying its business activities into the wider financial services market. It is currently in the process of establishing a Unit Trust Company, which will launch a range of funds to the public later this year. An exciting opportunity exists for an experienced Manager to form part of this new unit trust management team.

Initially, you will join a small project team charged with the development and launch of the new Unit Trust Company. In the development stage, tasks will include liaison with various parties to ensure that all systems are in place for the launch. Once launched, it is envisaged that the successful candidate will become responsible for day-to-day operations, reporting directly to the Chief Executive.

The successful applicant must possess a minimum of five years' management experience within the unit trust industry, with experience gained mainly, but not exclusively, in an administrative/systems role. Experience of fund management and

sales/marketing is not required. However, the successful candidate should have experience of all other aspects of the day-to-day running of a unit trust operation.

Additionally, the successful candidate will be expected to take charge of a small management team, therefore good interpersonal skills and the ability to work with minimal supervision is essential.

The salary and other benefits will truly reflect the importance of this position within the financial services field and will pose no problem for the right person.

If you believe you have the qualifications and experience necessary to make this new venture a success, please write with a full c.v. indicating present salary level and quoting reference 181/LB/90 to: Lisa Booth, Consultant, Austin Knight Selection, Knightway House, 20 Soho Square, London W1A 1DS. Alternatively, you can telephone her on 01-439-5782 (01-494 1093 evenings/weekends).

Applications will be forwarded to our client therefore companies in which you are not interested should be listed in your covering letter.

Austin Knight

Jonathan Wren Executive

CORPORATE/STRUCTURED FINANCE

£40 - 60,000

Our client, a large international bank, is expanding its corporate lending/structured finance operation and wishes to recruit two additional senior marketing executives. Candidates should have sound credit training plus a minimum of five years experience marketing a full range of banking/off-balance sheet facilities to large U.K. corporates. Graduates aged 32 to 40 preferred.

Please contact Jan Perrin on 071-623 1266.

MANAGER, CREDIT CONTROL

£35,000

A U.K. bank is seeking a Manager, Credit Control, with responsibility for control, monitoring, assessment and protection of the Bank's Loan/Guarantee Portfolio. The successful candidate will have a thorough knowledge of U.K./international banking, sound judgement and excellent credit and analytical skills.

Please contact Norma Given on 071-623 1266.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

Jonathan Wren

Recruitment Consultants

No. 1 New Street, (off Bishopsgate), London EC2M 4TP
Telephone: 071-623 1266 Fax: 071-626 5288

FUND MANAGEMENT

City

Our client is the highly successful fund management arm of a publicly-quoted financial services group offering life assurance, unit trusts and related products through its operating subsidiaries. Two additions are currently sought to its relatively compact investment team.

From the outset, you will be involved in research, stock selection and dealing, and will contribute to broader asset allocation discussions. Aged in your early-to-mid 20s with a good degree, you may already have some experience of the financial services industry. You will be ambitious and numerate, with the ability to take on additional responsibility at an early stage.

For the right people career prospects are excellent and the remuneration package will be highly competitive.

Please send full cv which will be forwarded to our client. Address to the Security Manager if listing companies to which it should not be sent. Ref: H7007/FT, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE.

PA Consulting Group

Creating Business Advantage

Executive Recruitment - Human Resources Consultancy - Advertising and Communications

INSTITUTIONAL FIXED INCOME SALESPERSON

(Specializing in 2nd and 3rd tier institutions in the U.K.) The London division of one of the leading U.S. Investment firms are looking for a salesperson to work in their West End office, covering 2nd and 3rd tier institutional accounts. Minimum five years Fixed Income institutional sales experience required in all major Government markets, associated Euromarkets and derivative products. Excellent commission based compensation structure.

Send C.V. in confidence to Box A802 Financial Times, One Southwark Bridge, London SE1 9HL

FINANCIAL INTERMEDIARIES REQUIRED

to distribute major new investment products

John Govett & Co Limited, leading London-based International Investment Managers with over US\$3bn under management in the world's Equity, Bond and Futures markets, are in the process of launching a series of dynamically managed futures funds designed for high net worth private clients and corporate investors. This follows the highly successful launch of the Paragon Guaranteed Futures Fund in late 1989.

We are now looking to establish a worldwide network of distributors who can show proven sales records in their own specific territories. In return we can offer sales and marketing support, in conjunction with rewarding commission terms.

For further information please contact James Palmer, John Govett's Offshore Sales Director, in London on 01-378 7979 or write to him at the address below:

JOHN GOVETT & CO. LIMITED

Shadwell House - 4 Bankside Bridge Lane - London SE1 2HR - Fax: 01-438 3462
Members of IAIRO



CITY University BUSINESS SCHOOL

RESEARCH OPPORTUNITIES IN THE CITY - FINANCIAL MARKETS

City University Business School, the leading business school in the City of London, has an exciting research opportunity in the Centre for Financial Markets funded by Midland Montagu, the international and investment banking arm of Midland Group.

Research Fellow

£12,225-£18,432 p.a. inc.

The new Research Fellow will have undertaken advanced postgraduate training in economics, with a substantial quantitative content, and be able to demonstrate both an interest in the field and the ability to complete research projects to an agreed time table.

The appointment will be initially for a two-year period (subject to a probationary period) and you should be available on or before 1st October 1990.

City University Business School aims to become the UK's leading business school and one of the best in the world. If you think you can help us achieve our goals, we look forward to hearing from you.

Application forms and further particulars can be obtained from The Administrator, City University Business School, Frobisher Crescent, Barbican Centre, London EC2Y 8HB, to whom applications should be returned by 5th May 1990.

We are an Equal Opportunities Employer.

FIBI BANK (UK) LIMITED LENDING/TRADE FINANCE

We are a small, commercial bank seeking an additional member of staff for our Credits Department. The successful applicant will have at least three years trade finance experience, a sound general knowledge of banking, and will be looking to broaden his or her horizons.

Salary according to age and experience. Application to be sent in writing with c.v. to Credit Manager, FIBI Bank (UK) Limited, 2 London Wall Buildings, London EC2M 5PP by 25 April 1990.

FIRST JOBBER

Computer literate accounts PA. An exciting PA opportunity exists for a first jobber with top maths grade to help run London W1 creative agency. Includes helping maintain computer records/accounts.

Excellent prospects. Fax cv to 01-287 9131 or post to

Box A796, Financial Times, One Southwark Bridge, London SE1 9HL

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appears every
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For further information
please call:
01-873 3000

Jennifer Hudson
ext 3607

Richard Huggins
ext 3460

Stewart Maddock
ext 3392

FINANCIAL TIMES

FINANCIAL TIMES

Foreign Exchange Marketing Manager

A Leading Role With International Influence

Our client is a major international organisation involved in the distribution of foreign exchange and money market information. Renowned as progressive market leaders, they now wish to appoint a Foreign Exchange specialist to be based in London to exploit new business opportunities.

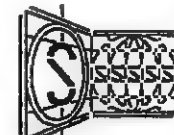
An accomplished track record within the Foreign Exchange/Money Market is essential. Candidates who are fluent in a second language and who have previous overseas work experience will be given preference.

The essence of your brief is to maximise revenues by ensuring the Company's products meet the market's dynamic information needs, whilst remaining competitive in terms of content, response, presentation and

price. You will be responsible for the production and implementation of a business strategy to determine the direction of future Foreign Exchange and Money Market products.

Dealing at the highest level with clients, governments, exchanges, the media and industry associations, you must possess impeccable communication and negotiating skills. The same skills will also be required in liaising with sales and marketing staff to ensure effective market intelligence is achieved, and appropriate sales strategies are implemented.

The remuneration package fully reflects the importance of this position and is unlikely to prove a problem in appointing the right candidate.



Applications in writing please to:
Roger Hawkins, Oriel Search Limited,
Oriel Lodge, Dunmow Hill, Fleet,
Hampshire GU13 9AN.

Venture Capital Executive

£ Excellent + Benefits + Car

London

Murray Johnstone Limited is one of the UK's largest and most enterprising players in the venture capital market with offices in Glasgow, Manchester, London and Paris. Over £200m has been invested to date in financing a wide range of management buy-ins, development capital situations and start-ups.

We are now further expanding operations in London and initially wish to recruit an experienced Venture Capital Executive to join the team. You will become involved in the assessment and execution of a wide range of investment proposals in addition to having a key role to play in the running and growth of this office - which could lead to you taking over the management of the department in the near future.

To be successful, you must be aged 30+ and have spent at least four years in venture capital/corporate finance and have experience of working in industry or commerce. The ability to develop relationships and communicate well at all levels are essential attributes.

The appointment is seen as a rare chance to join a growing organisation with excellent opportunities in both the UK and Europe. The level of remuneration will not be a problem for high calibre individuals and will be part of an attractive financial package.

MURRAY JOHNSTONE

To apply, write in confidence with full CV to:

Dave Biggart, Personnel Manager, Murray Johnstone Limited,
30 Coleman Street, London EC2R 5AN.

Trust Administrator - £30K

Within our Solicitors' practice we conduct an efficient Trust Administration Department for many of our private clients.

The position will become available on the retirement of our current Trust Administrator in July, 1990. The ideal candidate will be someone with considerable experience in either banking, accounting or stockbroking who is knowledgeable in the conduct of trust administration, related accounts and stock exchange securities. A basic knowledge of Trust Law would be an advantage.

This position provides an excellent opportunity for direct client contact, and is principally responsible to the Senior Partner. Preferred age 40-50.

Please submit a detailed curriculum vitae to:

The Personnel Manager
Reynolds Porter Chamberlain
Chichester House
278/282 High Holborn
London WC1V 7HA

Reynolds Porter Chamberlain

CASH MANAGER Investment Management

City

Excellent Package

A major institutional fund manager, our client has shown above average growth and consistent performance throughout the 1980s. A strong team of professionals have been fundamental in achieving this success.

A cash manager is required to further augment the fixed income division, ultimately taking on full responsibility for cash management and the running of short term cash performance funds.

Candidates should have at least 2 years experience; a wide knowledge of money market instruments; independence of thought and self motivation whilst being a good team player.

An internal development strategy provides excellent career opportunities whilst financial rewards include a highly competitive salary and bank benefits to include mortgage subsidy and private health care.

Please contact Rosalind Bidey who will treat all enquiries in confidence: 20 Cousin Lane, London EC4R 3TE. Telephone 01-336 7307. Fax 01-489 1130.



STEPHENS ASSOCIATES

SEARCH & SELECTION SPECIALISTS IN SECURITIES AND INVESTMENTS

EXPATRIATES.

INTERNATIONAL PERSONAL FINANCIAL CONSULTANTS

circa £50,000 on Target Earnings.

Finexco leads the field in providing a Personal Financial Consultancy Service to expatriates worldwide.

It's a service whose success depends on expertise of the highest calibre which is easily accessible in its users wherever they are based.

For this unique service we offer a training programme, acknowledged as one of the best, to equip you with the skills you need to succeed, backed up with the powerful corporate support of Finexco.

We need a number of talented business professionals to join us at various locations based throughout Europe who are:

- Accomplished high-achievers.
 - People with self-confidence, excellent communication skills and single-minded determination to succeed.
 - Previous expatriate experience essential.
 - Financial background not necessary.
 - Sales experience a distinct advantage.
 - Likely late 20's to 40's.
 - Female applicants welcome.
- We offer you -
- Financial rewards limited only by your talent and ambition.
 - Excellent long term career and promotion prospects.

Please send a full CV with covering letter, recent photograph and telephone numbers to Angela Gura, Ref: 456/ST, Riley Advertising, 139 Hammersmith Road, London W6 8BS.



"The Grapevine doesn't always work".

Private Client Stockbrokers

You may be currently looking to change your job and exploring opportunities through your own contacts.

It is possible, however, that you may not be fully aware of all the openings available and this is where FLA may be of assistance.

FLA are the recruitment specialists in the private client stockbroking market. Consequently, we are fully conversant with the requirements of the many different firms offering investment management to private clients, both in the City and throughout the country.

- ★ Tell you what alternatives are available to you.
- ★ Advise you with regard to your own present market worth.
- ★ Identify the firms which would best suit your own requirements, expectations and personality.

FLA's service is distinguished by a commitment to individual attention and complete confidentiality.

Accordingly, if you are currently producing in excess of £50,000 and would like to learn more about the opportunities available to you in the current environment, telephone or write to John Field at FLA, 16 Old Bond Street, London, W1K 3DB; Tel: 01-491 3811, quoting reference 1312.



SEARCH, SELECTION AND CONSULTANCY SERVICES

CASH MANAGER Investment Management

City

Excellent Package

A major institutional fund manager, our client has shown above average growth and consistent performance throughout the 1980s. A strong team of professionals have been fundamental in achieving this success.

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Please contact Rosalind Bixley who will treat all enquiries in confidence: 20 Cousin Lane, London EC4R 3TE. Telephone 01-236 7307. Fax 01-489 1130.



STEPHENS ASSOCIATES

SEARCH & SELECTION SPECIALISTS IN SECURITIES AND INVESTMENTS

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Allied Provincial Securities, one of Britain's leading independent stockbrokers, has just opened an office in Chelmsford, Essex and is actively considering other locations in the home counties. We are looking for individuals or teams with an established client base who have the drive to make a worthwhile contribution to the company's results but who think that the overall quality of life is equally important.

Allied Provincial Securities is a successful independent stockbroker owned by its directors. The Post Office and Telecommunications Pension Fund - POSTel - and James Capel, who supply their top ranked research to our 28 offices each have a minority stake.

We have a significant share of the UK equity market, based on our provision of an outstanding service to private clients and we are investing in new systems to develop further our efficient computer linked settlement systems and low transaction costs.

If you would like to transfer your business out of London, to Chelmsford or elsewhere in the Home Counties, please ring Roger Charlesworth or Terry Hitchcock on 0245 492442 or write to us at the following address: Allied Provincial Securities Limited, Wiford House, 5/7 Roffe Road, Chelmsford, Essex CM1 1AG.

ALLIED PROVINCIAL
Local Roots - National Strengths



European Equity Sales

Our client is one of the world's leading financial institutions, with an established name and presence in all of the major markets.

The success of their European Equity Sales group is founded on excellent research backed by a strong team spirit.

They now wish to further strengthen their London office by appointing three people, with a minimum of three years' experience, to sell cross border European Equities.

First, they are seeking a French speaking salesperson with an established institutional client base in Paris and Geneva. Second, a Japanese speaker whom it is intended will cover Japanese institutions across Europe. Third, a salesperson with a solid Middle East/Far East client base.

A competitive salary will be offered, and there is the opportunity to earn substantial bonuses linked to the achievement of targets.

If you consider you have the qualities necessary for this demanding environment, please write with a full CV to Michael Swaine, at the address below, listing separately any company to whom your details should not be forwarded as replies will be sent direct to our client.



B&B Selection

Griffin House, 161 Hammersmith Road, London W6 8BS

INTERNATIONAL BUSINESS ISSUES

A rare opportunity is open to someone with an international outlook and high level practical experience in international business.

The job is Director of the British affiliate of the International Chamber of Commerce (ICC), the world's leading business representative organisation, with members in 100 countries.

The role is to run a small, very busy, office in London ensuring maximum UK involvement in and influence on the ICC's international work on a wide range of policy, legal and practical issues affecting world business. It also involves keeping in close touch with the needs of UK members in these matters.

The Candidate is likely to be a graduate in early or mid fifties, having had an international career in business, seeking a new intellectual challenge with wide scope for individual initiative and communications and marketing skills.

The rewards are primarily in the job itself. A salary exceeding £30k is offered depending on experience etc.



For further details, please write with CV to:
The DIRECTOR, ICC UNITED KINGDOM,
103 New Oxford Street, London WC1A 1QB or
Fax 01 836 5323.

INTERNATIONAL FIXED INCOME FUND MANAGER

City

Equity Participation

Our client is a small specialist international fixed income company established in the mid eighties. With a strong balance sheet, good base of mainly North American institutional clients and excellent performance record, they are well poised to show considerable growth in the 1990s.

An opportunity exists for a high calibre individual to work with the team and play an important, participating, role in its development.

Candidates should have a minimum of 5 years in international fixed income fund management. Client reporting and marketing experience is essential. Creativity and self motivation will be key attributes for success.

Remuneration will include a basic salary reflecting experience and a profit related bonus in addition to a substantial equity option participation.

Please contact Andrew Thompson who will treat all enquiries in confidence: 20 Cousin Lane, London EC4R 3TE. Telephone 01-236 7307. Fax 01-489 1130.



STEPHENS ASSOCIATES

SEARCH & SELECTION SPECIALISTS IN SECURITIES AND INVESTMENTS

DEALERS

Senior Deposit Dealer
to £50,000

Senior Spot Dealer
to £70,000

A first class Merchant Bank with an established City presence currently seeks to recruit a Senior Money Market Dealer to complement its existing Treasury operation. Applications are invited from traders aged 25-35 who possess at least two years experience managing a substantial cash book, together with a proven, stable career record to date.

Our client, a prime name international Bank, currently seeks to recruit a Spot Dealer of senior status for its existing high calibre Spot desk. The appointee is likely to be aged 25-35 and possess a proven stable career record to date, together with a major or cross currency at an active trading name.

FRA Dealer
to £45,000

Corporate Dealer
to £40,000

Due to the current expansion programme of this well regarded European Bank, we currently seek to recruit an FRA Dealer. Candidates will have at least two years experience trading Floating Rate Notes at active trading names and are likely to be aged 25-35.

An opening currently exists at this respected international Bank for a Corporate Dealer with at least two years experience. The appointee is likely to be aged 25-35 and will possess both a proven stable career record and a strong knowledge of Foreign Exchange and Treasury products.

Dealers interested in discussing these or the many other dealing assignments currently handled, are invited to call Gordon Brown or Steve Cartwright for a confidential, informal discussion.

GORDON BROWN & ASSOCIATES LTD.
RECRUITMENT CONSULTANTS



5TH FLOOR, 2 LONDON WALL BUILDINGS,
LONDON EC2M 4SP
TEL: 01-628 7601 FAX: 01-628 2738

Gordon Brown

LEASING ASSET FINANCE

We seek on behalf of a UK Merchant and several major international banks, high calibre lease marketing/negotiators, graduates preferred age 25-35 years.

VENDOR PROGRAMS

Salary neg. £30-£45,000

A marketing professional able to mastermind the banks entry into this specialised field, essential is a track record in manufacturers' financial sales support programs, residuals, operating leases, joint ventures etc.

AIRCRAFT FINANCE

Salary neg. £50-£60,000

No 2 in Aircraft Division, on and off balance sheet, cross border tax, non tax based; good marketing and technical skills.

MEDIUM TICKET LEASE MARKETING

£25,000-£30,000

Several excellent career opportunities exist with some prime international bank's leasing divisions for candidates possessing several years' marketing/negotiating experience. Good credit, pricing and structuring skills essential. Deal size: £500K-£10m range.

SENIOR CREDIT

to £30,000

We seek a strong manager with at least ten years substantial consumer finance, low-unit high-volume credit skills, with the ability to supervise collections, repros, litigation, debt recovery, staff etc.

Please contact Brian Gooch or Martin Moll.
All enquiries will be treated in strict confidence.



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68 London Wall, London EC2M 4STU
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Oil Market Consultancy Service

Oil market Economist/Analyst, World Bank Consultant, (PhD, Dip., MCIM, MBIM) is available to undertake any Oil consultancy work, oil markets' research and analysis, feasibility studies and surveys. Ready to travel Worldwide at customer's request. For any services. Please contact or write to:

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Spring Croft, Sturt Avenue,
Haslemere, Surrey GU27 3SJ,
England
Telephone: (0428) 4137
Fax: (0428) 58262

BUSINESS SCHOOL

Graduate, Holder of MSc in International Finance and quality engineering undergraduate, seeks position in finance. Highly numerate and P.C. Literate with slight experience of Capital Markets. Particularly interested in investment analysis / derivatives analysis / fund management or sales.

Please reply to box A793,
Financial Times, One Southwark Bridge,
London SE1 9HL.

HEAD OF INTERNATIONAL DIVISION £40,000 - PLUS BENEFITS

A major Spanish bank in the City is seeking a Head of International Division.

The applicants work experience to date should include a sound background in International Operations plus substantial experience in commercial banking.

In this key position he/she will be responsible for maintaining and developing banking relations as well as marketing of investment, corporate and trade finance.

With regard to the operational side, experience in Documentary Credits and Settlements is required. He/she will be responsible for a team of 25 staff.

Ideally, the candidate will be in the 35 to 40 year age bracket. Essential characteristics include well developed interpersonal management skills. The candidate must also be fully bilingual (English/Spanish).

Write Box A761, Financial Times,
One Southwark Bridge, London SE1 9HL

TOKYO - EUROPEAN EQUITY SALES

To £50,000 AAE

A Japanese securities house is actively seeking a salesperson to retail European Equities to Japanese Institutions. The position is Tokyo based after an initial three month period in the London office. Applicants should be of graduate calibre, aged under 30, with a minimum 3 years experience in U.K./European equities. The package will include free accommodation as well as usual bank benefits.

For further information please contact David Puddick, Zurich Hay Associates Financial Recruitment Consultants, 6 Broad Street Place, Blomfield Street, London, EC2M 7JH. Tel: 01-638 9305, Fax: 01-558 2948



FOREIGN EXCHANGE

BUTLER HARLOW UEDA LIMITED

have positions available, in the areas of forward foreign exchange for brokers with a minimum of 2 years' experience. Successful applicants can expect a competitive salary, plus bonuses, and fringe benefits.

Applications should be made, in writing to:

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INTERNATIONAL APPOINTMENTS



Wir sind ein Gesellschaftsunternehmen der deutschen Kreditwirtschaft.

Die Börsengeschäftsbewertung für die Wertpapierbörsen und die Deutscher Kassenverein AG, Marktinformationsdienste sowie die tägliche Durchführung dieser Arbeiten im Rechenzentrum für die deutschen Kreditinstitute sind die Eckpfeiler unseres Dienstleistungsangebotes.

Die Entwicklung neuer on-line und real-time Börsenhandels- und Abwicklungssysteme ist für uns die Herausforderung der kommenden Jahre.

Kreativität, Qualität und Zuverlässigkeit unserer Mitarbeiter sind unabdingbare Voraussetzungen unseres weiteren Erfolges.

Wir suchen daher mehrere Mitarbeiterinnen oder Mitarbeiter zum 1. Juli 1990 oder später als:

LEITENDE ANWENDUNGS-DESIGNER,

LEITENDE KUNDEN-BERATER,

SYSTEM-ENTWICKLER

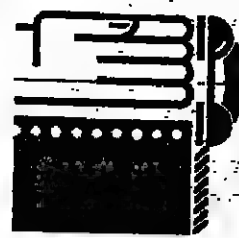
als Projektleiter.
Unsere technische Basis ist IBM 3090, MV/ESA, IMS DB/DC, TSO/ISPF, SWF-Tools und Data-Manager.

Sie sollten neben betriebswirtschaftlichen Kenntnissen auch diese System-Umgebung kennen: Dann sind Sie der Richtige für uns!

Eine entsprechende Vergütung gute Sozialleistungen sowie eine permanente qualitative Aus- und Weiterbildung sind für uns selbstverständlich.

Interessierte Damen und Herren senden bitte ihre ausgefüllten Bewerbungsunterlagen mit dem Vermerk "AS" an unsere Personalabteilung. Für weitere Informationen steht Ihnen Frau Reich unter der Telefonnummer (069) 1302-307 gerne zur Verfügung.

FINANCIAL TIMES SURVEY



Direct marketing began the 1980s as the poor relation of the advertising industry, and entered

the 1990s as one of its most dynamic and expanding components. Alice Rawsthorn traces its history and analyses the problems facing the medium

On the brink of maturity

LONG, long ago in the 1700s a Pennsylvania bookseller chanced upon a way of selling his books to people who lived too far away to travel to his shop. He sent out a catalogue with 600 titles, so they could buy the books by post.

The bookseller was called Benjamin Franklin and his catalogue is the first recorded use of direct marketing. His modest catalogue was the catalyst for the development of the international direct marketing industry of today.

Direct marketing—now embracing everything from direct mail, to telephone selling and direct response TV commercials. It includes the insurance sales people who cold-call prospective customers in the London suburbs and the congressional slush funds that solicit out-of-pocket donations for \$1,000-a-head dinners in Washington.

No-one knows exactly how much money is spent on the various forms of direct marketing every year. But the direct mail market alone is now worth more than \$40m (£25m) worldwide, according to WFP, the London-based communications group which is a major player in international direct marketing.

Direct marketing became a serious commercial discipline at the turn of the century when companies such as Sears and Montgomery Ward sent out mail-order catalogues to rural communities across the US. The industry has expanded ever since. But it was not until the 1970s and 1980s that direct marketing really exploded.

Developments in information technology enabled companies

to be more accurate at selecting suitable targets for direct mail or telephone selling campaigns. The fragmentation of consumer markets also encouraged companies to divert their budgets away from media advertising towards direct marketing. The change in working patterns—whereby more women moved into the labour market—created a new breed of consumers who not only had more money to spend but less time to spend it.

At the same time it became far easier for consumers to order products and services from their homes. The wider use of credit cards made payment more convenient. It also became easier to order because of the introduction of 24-hour telephone answering services and "800" phone numbers, where the caller is not charged.

The fastest-growing categories of advertisers tended to be involved in sectors which were well suited to direct marketing. One of the most buoyant sectors in the 1980s was financial services, where the products tend to require the detailed information that is not easily communicated in a conventional television commercial.

Moreover, the emergence of new media—such as cable television, fax and personal computers—stimulated the market by introducing new vehicles for direct marketing. The Minitel videotex system has become an important new selling medium in France and Belgium. The growth of cable television boosted the market for direct response advertising in the US.

Direct marketing expanded

all over the world, but the most dynamic market of all was still the US. In 1989 just over 57m Americans purchased something from the home, according to the Direct Marketing Association in New York. This year nearly 92m people, or more than half of American adults, will do so.

The US direct mail market is now worth almost \$20bn, according to WFP's estimates. The telemarketing sector was worth anything up to \$30bn. And almost a tenth of the \$27bn spent on television advertising went into direct response commercials.

But the growth in direct marketing has not been confined to the US. The same dynamics that drove the North American market in the 1980s have galvanised other markets too.

The UK market for direct mail almost doubled in the 1980s as did the markets in France, Benelux and Scandinavia, according to Services Postaux Européens.

Most of the major players in the industry are cautious about the prospects for direct marketing in eastern Europe. They suspect it will take time before suitable communications and distribution systems are established.

But the market is growing rapidly in the Asia Pacific region. Direct mail is already well established in some areas such as Hong Kong and Singapore. There is even an embryonic market in Japan.

The direct-marketing industry has expanded to accommodate this growth. The head of the US industry—O&M Direct, recently acquired by the UK's WFP Group, and Wunderman Worldwide, which is owned by Young & Rubicam, the US communications company—now operate networks of offices all over the world. Other US and UK communications groups—including Foots & Belding, Omnicom, Grey and Saatchi & Saatchi—have been building up international networks too.

The emphasis in the marketing services sector is now on integrating direct marketing with other disciplines, such as public relations and advertising, to produce cohesive marketing programmes. "Offering an integrated service is the single most important issue facing the marketing industry today," said Mr Bruce Crawford, chairman of Omnicom, which owns the Rapp Collins Marcor direct network.

This trend is encouraging other communications companies—notably from France and Japan—to invest in direct marketing. RSCG, the French advertising agency, acquired the UK's KLF Group earlier this year.

Dentsu, the giant Japanese communications group, is said to be interested in taking a minority stake in the FCB Group, another UK company. Eurocom and Boulet Drury Pett, the UK's leading media buying agencies, have also indicated their interest in developing their direct interests.

The critical question for the industry is whether it will be able to sustain its growth in the 1990s. The immediate out-



International Direct Marketing

look in the US is far from encouraging given that the rate of growth has slowed down significantly in the last two or three years.

One reason for the slowdown is that the US market is maturing. Another is that no new categories of clients have emerged to stimulate the market as financial services did in the 1980s.

A third factor is the steep rise in the cost of postage. The industry recently absorbed a 30 per cent leap in postal prices and may face a similar increase next year.

Yet other international markets are still enjoying healthy growth. Even in the UK, where most areas of marketing are under pressure because of the slowdown in the economy, companies are tending to concentrate their cost-cutting on media advertising rather than direct marketing.

Moreover, the long-term trends, even in the US, are still favourable. The fragmentation of consumer markets is continuing. Meanwhile, demographic developments are catalysing the formation of new consumer markets. The ageing

of the population should generate demand for new products and services for the over-50s. The increase in environmental awareness could also create new product development opportunities.

"All these developments should increase the demand for the very individualised products which are well suited to direct marketing," said Mr Jerry Pickholz, president of O&M Direct.

The trend for traditional media advertisers, such as the packaged goods companies, to increase their expenditure on direct marketing is also accelerating.

"In the 1980s the packaged goods markets were so destabilised, especially in the US, that companies desperately needed to invest in brand loyalty again," said Mr Robert Gordon, managing director of direct marketing for FCB's Integrated Communications Group. "And manufacturers must be aware that if they do not make use of the information produced by bar coding systems, then retailers will."

The direct marketing industry is also developing new techniques and disciplines. The Minitel system, already widely used in France and Belgium, has established an operation in the US. Meanwhile, IBM and Sears have formed a joint venture, Prodigy, which enables US consumers to buy products and services from their personal computers.

Advances in artificial intelligence and the introduction of smart cards should enable the

industry to be more accurate in its targeting. Many consultants are now adding psychographic data to the traditional demographic research systems.

"Our ideal is to send the right message to the right person at the right time," said Mr Lester Wunderman, president of Wunderman Worldwide. "We are already pretty good at the first and the second. Now we need to work on the third. It is time for the industry to make the next great leap forward."

But the outlook for the industry is not all rosy. One important issue is its image. For all the progress of recent years, the industry is still seen as collections of "cowboys" bombarding the public with junk mail.

This issue is inextricably linked to the sensitive area of privacy, which is already a controversial subject in Europe and could become increasingly so in the US.

So far the US industry has been able to stave off threatened legislation by arguing that, as it is not in its own interest to alienate or antagonise the public, it should be left to regulate itself. But the sheer

scale of direct marketing activity, combined with the sophistication of the techniques now used, may make privacy a hot topic again.

Another emerging issue is the environment. The concept of unsolicited letters clogging up mailboxes, is far from compatible with a society which is increasingly concerned with the conservation of natural resources. The DMA in New York is already looking into the feasibility of the industry using more recycled paper and improving waste disposal.

Perhaps the most important issue of all is globalisation. Although the larger direct marketing companies already operate on an international basis, the concept of the international direct marketing campaign is still in its infancy. One problem is that levels of regulation differ from country to country, especially in Europe. Another is that relatively few clients are equipped to execute campaigns across several countries.

But these problems are diminishing. Perhaps the biggest single challenge for direct marketing in the 1990s will be to turn itself into a truly international industry.

In this survey

- ☐ Privacy threatens the US industry 2
- ☐ Technology spurs growth in the UK 2
- ☐ Case studies: First Direct and AmEx corporate card 2
- ☐ Direct response television 3
- ☐ Profiles: FCB Group and O&M Direct 3

Illustration: Robin Macfarlane

The overall picture in Europe is jumbled, says William Dullforce

Largely uncharted territory ahead

EUROPE has experienced a dynamic, even explosive, expansion in direct marketing over the past decade. But the development has been so unco-ordinated and the overall picture is so jumbled that the big advertising groups and other heavyweight companies manoeuvring for position before the opening of the European Community's single market in 1993 are looking into largely uncharted territory.

Levels of development and, even more importantly, the relevant regulations vary vastly from country to country. The European Commission aims at harmonising regulations among its 12 member states but there is a real danger that further growth may be hampered, rather than promoted, if the industry's operating needs are not more carefully assessed and if no understanding is reached among consumers, governing authorities and direct marketers.

Mr Michael Sutherland, the new chairman of the European Direct Marketing Association (Edma), fears that a Brussels directive on direct marketing, expected later this year, may follow the restrictive legislative line pursued in West Germany and Austria rather than more liberal British and Dutch practices. Edma has started to lobby hard, together with national trading associations, for a self-regulatory approach.

A basic problem in reaching understanding is the dearth of collected statistics on the European industry. Direct marketing is commonly estimated to account for around 35 per cent of total spending on marketing in Europe compared with two-thirds in the US, suggesting that there is still enormous growth potential.

Three West German companies—Otto Versand, Quelle and Bertelsmann—and two British companies—Great Universal Stores and Littlewoods—appear alongside five US concerns among the world's 10 leading mail order companies by sales.

Total mail order turnover in 12 European countries, includ-

ing seven EC member states, reached Ecu29.4bn (£24.5bn) in 1988, according to Edma. Mail is still the channel for the larger part of direct marketing in Europe which, despite the outstanding success of France's Minitel, lags far behind the US in telemarketing.

On the basis of a survey undertaken with the Bundespost, the Deutscher Direktmarketing Verband (DDV) cites a figure of DM12.5bn (£7.5bn) for the overall volume of direct marketing conducted in West Germany, which is by far the largest market in Europe. Addressed direct mail was estimated to account for just under DM4bn and unaddressed mail for DM8.3bn. The volume of business done by telephone was put at DM1.4bn.

Direct mail, where the seven-year-old Services Postaux

means—and a miserly six for the Irish.

In spite of these big disparities in development among individual countries, most participants believe that the quality of the technology used in Europe is on a par with that of the US—and in some instances, such as the user-friendly Minitel network, may even be ahead.

But European direct marketers have to cope with the multiplicity of languages, cultural differences and excessively high cross-border telephone call costs, which are unknown to their counterparts in the US.

Big mail-order companies, advertising groups, banks and consumer magazines are planning for a single EC market in 1993.

Quelle, the big German mail-order company, for instance, has established units

two companies, NDL and BehaviourBank, there is one in the Netherlands but life-style data bases have been unable to take root in Germany, the biggest market, because of the stringency of German data protection laws.

Paradoxically, life-style bases make targeting more accurate and thus actually reduce the volume of direct mail but in Germany, where much selection is not possible, companies are forced to mail hit-or-miss in larger volumes. If the ability to target is denied, the volume of unwanted mail increases.

The predicament for European direct marketers, gearing up and increasing efficiency before 1993, is that, if EC harmonisation goes the German way, the immense growth potential they appear to possess may be severely curtailed.

The German solution is the first to pass data protection legislation. Sweden followed in 1973 with an approach focused on giving individuals access to the information held about them on computers rather than on forbidding the collection of data. In 1983 West Germany took a different line based on safeguarding the right to privacy; basically everything is forbidden unless it is specifically permitted.

Edma and some national trade associations are pushing for a self-regulatory solution. Edma, which has moved its headquarters from Geneva to Brussels, has commissioned Access, parliamentary and public affairs consultants, to advise on lobbying and has set up a task force, under Mr Tony Coad, managing director of NDL, to develop a proposal for submission to the European Commission.

Access, having collected all the existing laws and codes among the 12 member states, has concluded that the industry should propose two additions to the eight general principles for the conduct of direct marketing operations enunciated by the Council of Europe. The additions would provide for:

A European-wide system of mail preference services, or Robinson lists, which consumers could use to avoid unsolicited mail.

A European complaints board system, possibly based on Danish practice under which a consumer can ask a board to adjudicate, if he is unsatisfied after complaining to an advertiser or data company. Consumers and the industry have equal representation on the Danish board under an independent chairman. The European board would keep a code of conduct under review and recommend changes.

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TOTAL DIRECT MARKETING 1991

INTERNATIONAL DIRECT MARKETING 2

In the US, 92m people shop by phone or mail

Privacy is big threat to the industry

WHEN the Connecticut legislature discussed a ban on "junk faxes" early last year, Governor William O'Neill spoke out strongly against the measure. Such a law would unfairly impede the right to advertise, he argued, and he would veto it.

On the day of the vote, just to make sure, opponents of the bill bombarded him with a stream of supportive letters - by fax.

As a result, he could not receive some important information he had requested. He was so incensed that he changed his mind and helped to pass the restrictions on this new type of unsolicited advertising.

Last year the Direct Marketing Association in New York tracked more than 500 proposed state and federal bills which could have a significant impact on the industry. "Realistically, only 15 to 20 bills had any chance of passing," said Mr. Richard J. O'Donoghue, DMA vice-president of government affairs. "But the number has been growing considerably in recent years."

The legislation is moving to catch up with the tremendous expansion of direct marketing over the past decade. Direct mail alone represented \$22bn - or 17.8 per cent - of US advertising expenditure during 1989, according to the DMA, an increase from \$7bn 10 years earlier.

Since 1983, the number of Americans who shop direct - either by phone or mail - has increased from 57m to 92m, or more than half the total adult population.

In 1988, 12.4bn catalogues were mailed to households by companies such as L.L. Bean and Lands End.

Telemarketing has flourished, too. "The telephone is no longer seen as competing for mail funds, but as part of the whole marketing process," said Ms. Geri Gantman, senior partner with Oetting in New York. She points to a tremendous growth in the use of in-bound calls from customers to marketing companies, seeking to purchase or learn more about a product.

There are more than 500,000 "toll-free" numbers in the US, and they received more than 6bn calls during 1988. More recently, "900" numbers, where the caller pays, have become popular among marketers.

Smaller market sectors include the cable and network television shopping channels, which have grown into a \$2bn

| Number of catalogues mailed in the US (billions) | |
|--|---------------|
| Year | Number mailed |
| 1980 | 5.8 |
| 1981 | 6.5 |
| 1982 | 7.1 |
| 1983 | 7.8 |
| 1984 | 9.3 |
| 1985 | 10.2 |
| 1986 | 10.8 |
| 1987 | 11.5 |
| 1988 | 12.4 |

Source: Direct Marketing Association

industry since their launch in the mid 1980s. There is also Prodigy, a joint venture between IBM and Sears, which offers a system of on-line shopping through a network of 340,000 computer terminals in private homes.

Mr. Steve Ashlee, an analyst with Blunt, Ellis & Loewi, a Milwaukee firm of stockbrokers, estimated that some direct-marketing consultancies grew at between 20 and 30 per cent a year in the 1980s.

He cited demographic changes as one of the most important catalysts for direct

Legislation in the US is moving to catch up with the tremendous expansion of direct marketing over the past decade

marketing. "People have become value-rich and time-poor," he said. "With more women working, consumers have higher incomes but less time to shop. The quality of catalogue printing and delivery has improved. Shopping by mail has become more acceptable."

Other factors that have helped the industry to grow include computer technology which has allowed marketers to create mailing lists and build relationships with customers; the increasing use of credit cards, which make payment and billing simpler; and the widespread adoption of toll-free telephone numbers, where costs are paid by the company called.

Despite the commonly expressed disgust at junk mail, a 1988 survey by the US Postal Service showed that 83.3 per cent of Americans found third-class mail (which is reserved for advertising material) useful or interesting, and that the average household

made 3.5 mail-order purchases a year.

"During the 1980s, database and communication technology penetrated the marketplace," said Mr. George Weidemann, president of Grey Direct. "Traditional advertisers caught on that direct marketing was a way of communicating with people one-to-one. There was tremendous growth."

"There has been a natural slowing down over the past two years. The 1987 stock market crash, the ways of leveraged buy-outs and the punishing postal rate increase in spring 1988 had a substantial effect."

Mr. Robert Blattberg, professor of marketing at Chicago University's business school, agreed. "I sense that the industry is not doing as well now," he said. "Companies are complaining that response rates are dropping. I see the market flattening during the 1990s. It will be a period of consolidation."

"We are seeing a 'demassification' of the industry, with far greater targeting," he argued. "There is a move from mass marketing to the addressable consumer. Direct marketing has got to be about more than sending a catalogue with a covering letter which says 'Dear Bob'."

Lands End, for instance, is developing catalogues with short print-runs, so it can send versions with different covers and contents to reflect its customers' interests.

Time magazines has now begun 'selective binding', so advertisements can go only into those editions sent to subscribers with a certain socio-economic profile.

Interactive shopping systems, which allow consumers to select what information they want to see on their television screens, will develop over the next few years, according to Mr. Gary Arlen, publisher of Electronic Shopping News.

The next major challenge for the industry is the rise in postal rates in February next year, which will increase costs by an average of 17 per cent, and by up to 30 per cent for some direct marketers. "There will be dislocations, and some companies will go out of business," said Mr. Barton of the DMA.

There is also a growing effort by state and local governments to force direct-marketing companies outside their boundaries to assess sales taxes on every order they receive from within them. This could pose a serious problem for the smaller mailing houses.

"The big issue of the 1990s is going to be privacy," said Mr. Barton. "There will probably be moves to restrict the ability of companies to use databases for targeted marketing. It is a big threat to the industry. But I do not think direct marketing is killable."

Andrew Jack

DIRECT marketing is now part and parcel of everyday life in the UK. Invitations to apply for credit cards or to join book clubs clutter up the letterbox. Telephone calls from insurance sales people and travel agents are commonplace.

The direct marketing industry thrived in the 1980s and has begun the 1990s as one of the fastest growing marketing mediums in the UK. The industry owes its growth to demographic change. The falling birth rate, falling death rate and rising divorce rate has resulted in "demassification". There are more households than ever before, but they tend to be smaller in size and to fall into ever more closely defined groups.

Direct marketing has been able to capitalise on these developments by virtue of rapidly improving technology. Since 1960 the cost of computer mainframe storage has fallen 20,000 times, while the speed of operation has increased by a factor of a million.

Consumer databases have become more sophisticated, more valuable, yet cheaper to run. Five years ago British Telecom's introduction of 0800 numbers, whereby the caller is not charged, strengthened the industry's ability to generate inbound calls. Previously it had relied on the slower and more expensive medium of Freephone numbers.

Technological advance has also provided the industry with new clients. In its early days direct marketing tended to depend on mail-order catalogues and book clubs as the base of its business. But it attracted new categories of clients, such as computer companies, in the 1980s.

The Programmes Network, which now encompasses the UK's second largest telephone marketing agency (after BT) did much of its business in the early 1980s selling computers. The in-built obsolescence of the product required a speedy marketing medium and telephone-selling met that requirement.

One of the most dynamic sources of new business has been the financial services sector. The sector used direct marketing extensively for the first time in the early 1970s to launch the credit card. Now it accounts for almost 37 per cent of all the direct mail sent in the UK.

The financial services sector is the single biggest source of business for the direct-mail industry. The mail order business is doing well, with just over 20 per cent of the market. Publishers, travel companies, charities, and main-stream

FOR First Direct, the new Midland Bank subsidiary, promoting the correct message through its launch campaign was arguably more important than advertising any other big new product.

A recent newspaper cartoon depicting a frustrated would-be bank robber pointing a shotgun at a telephone receiver puts the point neatly. Most products can appeal to consumers from shelves or shop windows. Other banks have a branch on almost every high street. But First Direct exists only on the end of a telephone line. It is Britain's first full all-day, every-day banking service by telephone. The first bank without branches.

"This means that marketing is our only form of visual communication with our customers," said Ms. Jan Smith, First Direct's marketing director. "Getting it right from the start was vital."

Midland designated a £5m budget for the launch of First Direct six months ago. Of this, £2.5m went on media advertising. The rest was invested in an extensive direct marketing programme and the production of a range of brochures, leaflets and other literature.

The campaign was carefully interlinked in a collaborative exercise between the direct marketing, advertising and design consultancies. "I have had a more intense relationship with an ad agency," said

THE American Express corporate card has been a familiar feature in US companies since the 1960s. In the early days it was targeted towards big businesses, until AmEx realised it was missing out on a lucrative new market among small companies.

Only a few years ago AmEx discovered that almost two thirds of small businesses - that is, companies with fewer than 100 employees - were not aware of the corporate card, or of how it differed from the personal green card. With the small companies sector showing such dynamic growth, AmEx decided to direct its marketing efforts towards the sector. It developed a new product category - the Small Business Corporate Card - and hired Wunderman Worldwide, the direct marketing consultancy owned by Young & Rubicam, the US marketing group, to help launch it.

"We began by identifying the needs of small companies and then built a product around them," explained Ms. Barbara Barsa, vice-president of small business services for AmEx. "In 1987 we started the Small Business Partnership, which helped us to identify and to develop a series of benefits for small business card holders."

Clare Sambrook assesses the thriving UK industry

Technology spurs growth



Tracing system: Royal Mail workers operate laser guns to track mail-bags en route to 162 countries

retailers are the next biggest users.

Together these companies support a multi-billion pound industry. According to Marketing magazine's latest industry league tables the combined annual turnover of the 46 biggest direct-marketing agencies alone was £236m. The 25 largest telemarketing companies made sales of around £50m.

Direct marketing is still far smaller than sales promotion and is small fry indeed compared to advertising. But it is still growing at a rapid rate. An analysis by WPP, the giant marketing services group, identified direct marketing as the second fastest growing marketing medium, after public relations, in the UK between 1978 and 1988.

The industry future is likely to depend on its ability to jump new hurdles and generate new business opportunities. The introduction of the single market in Europe after 1993 holds a potentially dangerous combination of both.

The industry is already being restructured in the

approach to 1992. The most vulnerable companies are probably the publicly-quoted groups, which believe their shares are undervalued by the stock market and which could take refuge in foreign arms.

Earlier this year the KLF Group returned to private ownership when it was taken over by RSCG, the French advertising agency, Dentsu, the giant Japanese marketing group, is now rumoured to be interested in acquiring a stake in the FCB Group.

The industry is divided on whether the single market will be beneficial to direct marketing companies in the UK. Mr. Alan Bigg, chairman of Brand Direct Marketing, is an optimist. He is convinced that direct marketing will be at a premium as companies expand across Europe because "it is easier to set up a direct marketing operation than a sales force in a foreign country."

Others are more cautious. They cite the variation in the level of regulation from country to country and fundamental cultural differences as

long-term barriers to pan-European direct marketing.

Moreover, the UK industry has yet to prove its worth in new forms of direct marketing. The French and the Belgians, for example, already have valuable experience in computer-based systems. More than 50 French households are now equipped with Minitel, a system introduced as an alternative to the conventional telephone directory, but which is also used to order and pay for goods electronically.

Regulation could also be a problem. The UK industry is already accustomed to wide-ranging legislation - including the Financial Services Act and the Consumer Protection Act - but the legislative restrictions within the single market may be harsher.

Tobacco companies are already building customer databases in preparation for a possible ban on tobacco advertising. But there is also a possibility that future European legislation could crack down heavily on their use of direct marketing.

In the meantime, the industry is concentrating on improving the quality of its service. Further technological advances should help it to improve the accuracy of its targeting.

The industry is also anxious to improve its image. The launch of the Next Directory three years ago gave the home-shopping industry a much needed image boost in that it was much more stylish and sophisticated than the traditional mail-order catalogues.

In the short term, the outlook is reasonably bright, notwithstanding the downturn that is affecting other areas of the marketing services sector. Direct marketing continued its growth in the last recession and the industry hopes it will do so again.

But the real challenge for the industry to continue to attract new clients. The main targets are the companies like travel agents, motor distributors, retailers and packaged goods manufacturers - that have so far only dipped a toe into the medium of direct marketing.

CASE STUDY: FIRST DIRECT

Banking on phones

Ms. Juliet Sparks, the managing director of Option One Direct, the subsidiary of the Gold Group, the communications group, which co-ordinated the direct marketing campaign.

For six months before the launch Ms. Sparks went to weekly strategy meetings, also attended by Quentin Bell, First Direct's public relations consultant. Howell Henry Cheldecott Lury, its advertising agency, and, in the early stages, by Wolff Olins and Fitch, the design consultancies.

Unusually, all the advertising was geared to direct response. Howell Henry's television commercials invited viewers to respond by telephone. The press advertisements featured "tip-ons" - an origami-style envelope stuck to the page, which opened to reveal First Direct's phone number and a business reply card - offered applicants the choice of responding by writing or by telephone.

Every respondent received a mailing pack including an explanatory brochure, a "help card" explaining what informa-

also infrequent television viewers. "Our research showed these people did not necessarily watch much TV, so we needed to be able to get right inside their homes," said Ms. Smith.

Reaching the doorman is one thing, but staying out of the waste bin is another and Ms. Smith is keenly aware that to be read, direct mail needs to stand out. "The look is very important. When you are launching a new business in a highly competitive market you need a very clear and coherent identity to be noticed," she said.

First Direct used the black-and-white corporate identity designed by Wolff Olins, across all its literature. It also chose an unusual rectangular-shaped mailing pack. The direct mail campaign generated a good response of 2.3 per cent, compared with the average response rate of under 2 per cent.

The press "tip-ons" also produced an above-average response rate of 0.5 per cent. The usual rate is between 0.3 and 0.4 per cent.

The target customers were

sound low compared to the recall rates for the highest profile media advertising campaigns, but you have to remember that those tiny percentages represent people who have probably already become or who will become customers," said Ms. Sparks.

The respondents that did not follow up their inquiries received two further letters prompting them to do so. The letters were gate-kept. "We do not believe in forcing or pressuring people," said Ms. Smith.

Another mailing pack has just gone out to new prospective targets. The bank also plans to explore further direct marketing approaches, including telephone marketing as a follow-up to inquiries.

"Direct marketing works well for us," said Ms. Smith. "It is a good way of targeting accurately. Media advertising is more of a 'scattergun' approach." However, First Direct will also continue media advertising throughout the next year.

By the end of last year First Direct had 11,000 customers and 4,000 in the application stage. It hopes to have attracted almost 100,000 customers by the end of 1990. Ultimately, it believes there are 8m people in the market for its kind of "bank-without-branches" service.

response from prospective customers. Mr. Becker wanted to use the theme "success" in the number but discovered that the "1-900 success" number was already owned by a small college in upstate New York. He negotiated to buy it from them for a considerable sum.

Telephone marketing was also used to follow up the small business owners listed on the databases who had received letters but had not responded to them. As well as processing the applications, the telemarketing team was able to offer extra information about the card to prospective customers.

AmEx considers the campaign to have been an unqualified success. One measure of its effectiveness is that the response rate to the direct mail programme more than doubled from its previous level. The campaign even received one of the Direct Marketing Association's gold Echo awards.

More than 1m small businesses now use the card, twice as many as in 1988. And earlier this year AmEx gave Wunderman a new account to market the card to large, as well as small companies and to some markets outside the US.

Andrew Jack

CASE STUDY: AMEX CORPORATE CARD

Small success story

These benefits for small firms have remained unchanged since 1988. They include quarterly management reports to review employee expenditure; a range of hotel, car hire and equipment-purchasing discounts similar to those offered by AmEx to large corporations; together with travel and disability accident insurance.

But Mr. Mike Becker, creative director of Wunderman, also had his own source of market research. He used what he calls "ethnographic interviews". He visited several dozen small-business owners to conduct detailed interviews which he then used to brief his staff and to help shape a strategy for the new card.

"By late 1988 we decided we had sent so much mail to the same people that maybe the campaign was burnt out," he said. Wunderman then launched the "To Your Success" campaign for the card, based around a theme he had

identified from the interviews "being proud out-loud for entrepreneurs".

The result was a direct marketing programme running across all the media. All the television, radio and press ads for the small business card stressed a spirit of enterprise by featuring real small business owners in their workplaces. One showed a boat-builder with five employees in a workshop, above the slogan "You act like it's your company. Because it is."

"We got under the skin of small business owners by giving them that emotional recognition," said Ms. Barsa. "We saw that they did not just have practical needs, but that they also had a desire for a sense of prestige."

The key to an effective campaign, according to Mr. Becker, is to create a "total persuasion system" whereby every element of the marketing is integrated. Shortly after the media campaign had finished, Wun-

derman launched a direct-mail programme to improve awareness of the card.

The direct mail letter was carefully designed. Wunderman's research showed that, if it was to be read by the business owner, it had to appear to be personalised, rather than part of a mass mailing. The letters were all sent out first-class in plain envelopes and were written succinctly with distinct claims for the card.

By using a targeted database of existing card customers - and new companies whose financial status had been checked - all the people who received the letter were potential clients with pre-approved credit. As a result, the application form sent with the letter contained very few questions. "We do not like to ask someone unless we can say we want them as a customer," said Ms. Barsa.

All the advertisements also carried an "800" toll-free number to encourage a direct

response from prospective customers. Mr. Becker wanted to use the theme "success" in the number but discovered that the "1-900 success" number was already owned by a small college in upstate New York. He negotiated to buy it from them for a considerable sum.

Telephone marketing was also used to follow up the small business owners listed on the databases who had received letters but had not responded to them. As well as processing the applications, the telemarketing team was able to offer extra information about the card to prospective customers.

AmEx considers the campaign to have been an unqualified success. One measure of its effectiveness is that the response rate to the direct mail programme more than doubled from its previous level. The campaign even received one of the Direct Marketing Association's gold Echo awards.

More than 1m small businesses now use the card, twice as many as in 1988. And earlier this year AmEx gave Wunderman a new account to market the card to large, as well as small companies and to some markets outside the US.

Andrew Jack

WHO ARE YOU CLIMBING INTO BED WITH?

Many direct marketing agencies would have you believe they've successfully married creativity and technology. It's only when you get into bed with them you realise that it's just a marriage of convenience. There's actually little communication or integration between them. Is bed or observed?

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INTERNATIONAL DIRECT MARKETING 3

PROFILE: FKB GROUP

Consolidation period

EIGHT years ago the FKB Group started life as a small sales promotions agency - Francis Killingbeck Bain with a staff of seven. It now claims to be "the world's leading independent marketing services company".

The FKB of today is one of the new generation of marketing groups that have diversified from other disciplines to invest heavily in direct marketing. It employs 1,200 people in 35 operating companies, mainly in the UK and the US - involved in everything from direct mail to graphic design. Its sales were more than £65m last year and should be £110m by the end of this year.

FKB has achieved its growth through an aggressive acquisition policy, carried out by former finance director Neil McClure, who joined the group from Saatchi & Saatchi in 1986, but later left to run the Bruning Group. The days of aggressive acquisitions are over and it is now entering a period of consolidation.

Mr Brian Francis, one of the three original partners and now joint chief executive, acknowledges that the biggest task ahead is to pull the various bits of the group together. "We have grown very quickly," he said. "The feeling in the 1980s was that you had to become a world force to resist hostile takeovers. There are definite benefits to being a worldwide operation, but fast growth brings management problems, especially in assimilating the cultures of different companies."

It remains to be seen whether FKB has succeeded in making itself invulnerable to takeover. Dentsu, the giant Japanese advertising agency, is rumoured to be interested in buying into the group. Such a move would appear to make sense for Dentsu which is eager to expand outside Japan. FKB refuses to comment on its talks with Dentsu. In the past the official line was that

they were discussing possible joint ventures in the Far East. "The talks could be construed a number of ways," said Mr Jonathan Hagger, who replaced Mr McClure as finance director last August. "But nothing is imminent."

There is an atmosphere of beating down the hatches at FKB. Two years ago it began to deal with the new problems of consolidation by restructuring its management. Mr Douglas Bain, joint chief executive, moved to the US to head the team there. The third founding partner, Mr Chris Killingbeck, remains active in Francis Killingbeck Bain, where he oversees creative output. The group also founded Network Marketing International, to develop and co-ordinate its international business.

Despite talk of consolidation and strict financial controls - FKB's debt has risen to £20m as the deferred payments, or earn-outs, on its acquisitions come into play - there is still an atmosphere of optimism among senior management.

FKB, like other below-the-line companies, benefited from a buoyant market in the 1980s and expects the buoyancy to continue in the 1990s. Mr Francis sees sales promotion and direct marketing - which now accounts for around 25 per cent of profits - as parallel activities. Both require an immediate response from a target audience. Both can target consumers more narrowly than conventional advertising and both have lower entry costs.

Thus, although its era of active acquisitions is over, FKB is intent on expansion within direct marketing, especially in the UK.

It already has a sizeable direct marketing business in the US, where it claims to be the fastest growing player in the market. It recently invested \$2.5m (£1.5m) in new data processing and production equipment for its US companies.

FKB also owns the largest single sales promotion agency - American Consulting Corp - in the US. It has set a target of 30 per cent organic growth for all the US sales promotion subsidiaries for the next five years.

In the UK, Francis Killingbeck Bain is the second largest sales promotions consultancy, after IMP, which Mr Francis and Mr Killingbeck left to found FKB. But the group's activity in direct marketing has been less exciting to date. FKB already owns ADS, a Manchester consultancy which does business-to-business and consumer data-based marketing. It recently acquired MHA in Twickenham, whose clients include Citroën and Royal Mail. MHA has since started a financial division.

FKB now sees the development of its UK direct marketing presence as a priority. "I see direct marketing as a huge growth area," said Mr Francis. "Supermarkets have eliminated the human element in shopping. Gone are the days when the village grocer knew his customers and their buying habits. Direct marketing can use technology to help companies to address their customers personally again."

Geraldine Redell

THIS week the red and white corridors of Ogilvy & Mather's shiny new headquarters on West 49th Street in New York will be filled with the senior executives of its direct marketing companies who have descended on the city for their annual conference.

O&M Direct is the biggest single force in the international direct marketing industry. The delegates at this week's conference are drawn from a workforce of 1,400 people in 46 offices from 28 countries all over the world.

It is not only the largest force in direct marketing but also one of the most influential players.

The dominant trend in the marketing services sector today is the combination of the different marketing disciplines to present an integrated package to the client.

Traditionally the different disciplines - advertising, public relations, sales promotion and direct marketing - have been delivered by independent consultancies, even if those consultancies belonged to the same holding company. These consultancies face a formidable task in overcoming old barriers and rivalries if they are to work together.

Yet O&M Direct has grown up as an integrated part of the Ogilvy Group. Although it has always handled its own independent accounts, a large part of its business has been executed - or orchestrated, in Ogilvy jargon - as part of a co-ordinated strategy involving all the other disciplines.

Giant orchestration system

PROFILE: O&M DIRECT

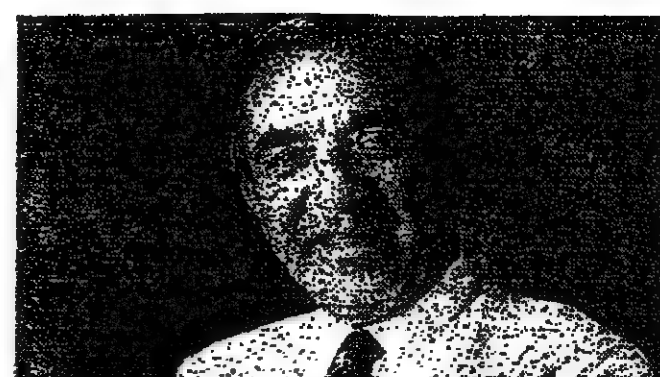
This concept of integrating direct marketing with all the other disciplines was adopted by the Ogilvy Group from the very start.

Mr David Ogilvy, the urbane and idiosyncratic Englishman who founded the group, began his career as an advertising copywriter but soon realised he could apply the same skills to other disciplines. In his book, *Ogilvy on Advertising*, he described direct mail as "my first love and secret weapon".

"David Ogilvy showed an interest in direct marketing as long as 50 years ago," said Mr Jerry Pickholz, who runs O&M Direct today as chairman. "It was his vision that built the business."

The Ogilvy Group was also fortunate that, in American Express, it had a client which was not only conceptually committed to integrating all the different aspects of its marketing, but also had the infrastructure and resources needed to execute such a strategy.

In the early 1970s the group set up a small direct marketing subsidiary in New York which worked on AmEx from the very start. A few years later it began to build an international direct network. By the early 1980s it had opened or acquired offices in most of the major European cities and had an



Jerry Pickholz: cautious about expanding into eastern Europe

embryonic operation in Asia-Pacific.

Today O&M Direct derives 55 per cent of its revenue - \$107m (£65m) in 1989 - outside the US. For the future it plans to expand into Japan. The Ogilvy Group, under its new owners the WPP Group of the UK, has already staged two unsuccessful attempts to enter the Japanese market and is now trying again.

Mr Pickholz is also keen to expand into eastern Europe. But he is cautious about the prospects of doing so until the necessary systems for postage, payment and distribution are in place. "It will happen eventually,"

he said. "And it will happen in East Germany earlier than in Romania. But we will wait until the infrastructure is in place."

In the meantime the emphasis across the group is to improve the orchestration system. The structure for orchestration is already in place.

The Ogilvy Group has established a matrix model of management whereby everyone reports to at least two people: the head of country and head of discipline.

"We have been working hard at orchestration for years and have been modestly successful," said Mr Pickholz. "But the success of the system really

depends on individuals, on how pro-active they are prepared to be."

O&M Direct is also refining its approach to international campaigns. It has already worked on some global programmes including one for AmEx and another for Mattel's Barbie doll.

But Mr Pickholz expects to see more and more campaigns in future where the same strategy is used worldwide, even if there are local adaptations in execution.

The arrival of the WPP Group, which acquired Ogilvy & Mather after a bitter bid battle last summer, has made little difference to the day-to-day running of the business but has had an enormous impact on the financial systems.

"As far as I am concerned the changes have made my life easier," said Mr Pickholz. "I get information in greater detail and I get it much faster. It is now much easier to identify problems and to act on them."

For the future he does not envisage any dramatic changes in direction for the business. "We are now on track," he said. "There will be no sharp right turns on to the other side of the road."

Alice Rawsthorn

Direct response television

Temptation for viewers

THE commercial breaks between the soap operas on the US television channels are filled with advertisements enticing viewers to buy cars, holidays or clothes by telephone on "800" numbers.

Direct response television is one of the fastest growing forms of advertising in the US. "A number of things that happened independently, but at about the same time, have led to an explosion in direct response television in the last few years," said Ms Sheila James, president of Harbor Associates in Greenwich, Connecticut, a direct response consultant and producer.

In the mid-1980s the Federal Communications Commission suspended a regulation restricting the length of TV commercials and the number that could run hourly.

This opened the way for advertising agencies to experiment with longer spots than

Cable television has been discovered by national advertisers as an alternative to the networks

the 120-second commercials traditionally used for direct response.

At the same time cable television became a powerful advertising medium. By the late 1980s it was used by more than half of American homes with as many as 80 or 190 channels available to viewers. The new cable networks boosted their revenue by selling time to direct response advertisers.

The US advertising agencies, which had already acquired or opened direct-marketing consultancies, started to develop the concept of integrated marketing. "In a new cost-effective environment, direct response commercials made sense for advertisers," said Ms Francis Barson, media director of Eicoff in Chicago, the Ogilvy & Mather subsidiary which is the biggest single direct response television agency.

The traditional users of direct marketing - book clubs, financial services companies and magazines - turned to direct response television, as did the traditional mass-media advertisers such as packaged goods manufacturers.

Even charities have turned to direct response. The Christian Children's fund in Richmond, Virginia - which had been hurt by the recent scandals over TV evangelists - used direct response television to combat "compassion fatigue" by publicising the famine in Ethiopia. The response to the campaign was

double that of its existing advertising.

All these factors point to dramatic growth in direct response television, but it is impossible to estimate the size of the market with any certainty. The closest indication comes from the Cable Television Advertising Bureau which said that among the six major cable channels direct response represented \$1.5m, a scant 5 per cent of total revenue.

Direct response commercials come in a variety of formats. There are 30-second spots and 30-minute "advertorials". There are also "infomercials" and whole cable channels devoted to 24-hour shopping services.

Most direct response advertising is produced and placed by specialist agencies. These include Eicoff and Ellenback & Springer. The direct marketing consultancies - such as Wunderman Worldwide, part of Young & Rubicam, and Grey Direct, a subsidiary of the Grey advertising agency - are also involved in direct response.

These agencies are now being called upon to develop more sophisticated direct response commercials, to develop new means of distribution and to provide information for databases to target consumers more effectively.

Mr Ron Blivas, president and chief executive officer of Eicoff, believes that direct response television has reached maturity. Cable television, which provided much of the impetus for growth, has been discovered by national advertisers as an alternative to the networks, where audience ratings are falling. Hence cable rates are rising and the availability of slots for direct response is diminishing.

One possibility for further growth lies in a move to syndicated television, where programmes previously broadcast on the networks are run on independent stations.

But changes in the length and style of direct response commercials could run the risk of stirring up controversy over the distinction between programming and advertising. Some observers suspect the controversy is already beginning. Ms Lorna Christie, head of the ethics section of the Direct Marketing Association in New York, said her office has already seen an increase in the number of complaints regarding health frauds and erroneous comparison pricing.

It remains to be seen whether direct response television, perhaps the most dynamic advertising medium of the 1980s, can get to grips with the challenge of becoming a more mature medium.

Amy Zlotkin

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TECHNOLOGY

David Fishlock explains the role of the Shoe and Allied Trades Research Association

Support to keep one step ahead

"OUR BUSINESS isn't research - it's membership," says Graham Butlin, the physicist who has been running the Shoe and Allied Trades Research Association for the past 14 years. "Membership is a superb business to be in. It's upfront money - they pay a year in advance."

Butlin, Satra's chief executive, claims he has found a successful formula for managing co-operative research and development for a craft industry. As evidence, he points to the fact that he recruits five times as many new members a year as he loses. Satra currently has 500 members, who are either shoemakers, suppliers, or retailers.

Satra was also approached by the US Government to assist in the creation of a co-operative R&D operation for the US shoemaking industry. In the UK, the garment industry asked him to set up a parallel R&D activity on its behalf.

While Satra will set up R&D operations for such organisations, it will undertake R&D only for members. It will not be wooed by lucrative contracts, even for studies that want to tap Satra's expertise for problems outside shoemaking. Butlin turned down the Ministry of Defence when it asked for his help with the behaviour of "rubber bullets".

Like other British research associations set up after the First World War when the Government first realised how far many UK indus-

tries trailed behind Europe in technology, Satra was once heavily subsidised by the taxpayer. This year only about 13 per cent will come from Government; next year it may have dwindled to 10 per cent.

Most research associations take the view that they are technology-based - collectively they call themselves research and technology organisations (RTOs) - and try to counter dwindling state support by seeking industrial backers for specific R&D proposals.

Butlin, currently president of the Association of Industrial Research and Technology Organisations representing 49 RTOs, believes contract research cannot work in such a commercial sector as his own. His average member-company has only about 200 employees. Hardly any employ scientists. Satra would therefore have few clients who might understand its research proposals. "We'd spend far too much time trying to persuade them."

THE CLOTHING Technology Centre, located on the same site as Satra in Kettering, Northamptonshire, was set up in 1987 for the British Clothing Industry Association. It operates on the same basis as Satra, with some 470 members. Its director, Alan Carter, seconded from Satra, hopes to achieve a £500,000 budget by 1994.

He has eight researchers and plans to expand to 25, working for

Even after three decades with Satra, Butlin still bubbles with enthusiasm for his industry. He argues that Satra is the best judge of the type of R&D which will benefit his clients. "Join our club and we will plan a co-operative R&D programme the output from which will give you a very good return on your investment."

Butlin is wary of undertaking an exclusive contract lest it should "quarantine" an area of expertise of general interest to his members. All of Satra's R&D must have value to the footwear industry as a whole. This philosophy helped shape plans for clothing R&D in the late 1980s (see below), where some enthusiasts perceived similarities and the possibility of adapting highly productive shoemaking technology to the garment industry. But similarities are superficial, mainly because both are subject to fashion, Butlin says.

Shoemaking, with makers producing 20-40 different styles, each

requiring 30-40 operations in small batches on the same production line, "is one of the most complex manufacturing procedures we know of." Garment-makers, in contrast, tend to tool up for runs of the same garment, lasting for several weeks. Satra has spent about £100,000 adapting computer-aided layout of shoe-stitching operations to the needs of garment-makers.

Then there are the idiosyncrasies of the shoemaker's staple material. Leather flows under stress - creeps, as the metallurgist would say. This unique kind of "deterioration" helps the shoemaker but also helps the product adapt to imperfections in the wearer.

Satra thinks it knows what makes shoes squeak - usually friction between different materials - but is still trying to understand some of the processes it has invented, such as why steam can set leather in seconds when it would otherwise take two to three

conditions to increase output.

Carter claims the following increases for his members: 27 per cent in the productivity of sheets, up to 30 per cent for shirts, and up to 40 per cent for children's apparel. Similarly, AVP has adapted Satra studies into better utilisation of leather, to optimise the cutting of fabrics and claims "predicted savings per company are averaging £45,000 per year."

weeks.

Co-operative research, he contends, is about developing enabling technology to a point where members can use it confidently however they wish. It is about just-in-time manufacture and rapid response to the marketplace.

Ron Whittaker, as research director, runs Satra's research programme, harnessing a team of about 90 technologists based in Kettering, Northamptonshire. He will spend about £1.4m of Satra's total income of £3.25m this year.

One of Whittaker's successes is a way of calculating how much leather will be needed to make a new design of shoe. It saves 5 per cent of material, on average, and about 100 of his members use it.

One that failed, however, was an attempt to replace the worker who cuts the leather by hand with a robot armed with high-pressure jets of water. Technically, it was a success and could beat the productivity of the cutters. But the cutters soon showed they could match the robot in output and Satra found itself caught up in factory politics.

"We spent a long time examining why it failed," says Butlin. Ten companies said they wanted it but no one put it in. Satra concluded it failed to win acceptance because it meant too radical a change for its members to offset the expected 5-10 per cent saving in leather. They further concluded that Satra should avoid development of new shoemak-



Computer-aided design simulates the stages of shoemaking

ing machinery unless under contract to a shoe-machinery maker who would undertake to try it in the factory.

The kind of low-cost, high-technology innovation Satra finds popular among its members are computer simulations of the traditional stages in shoemaking, to aid the factory layout of such stages as the "clicking room" where the leather is cut, and the "closing room" where the upper is wrapped round the shoe. Rewards are reaped in improved productivity and smaller inventories of partly made shoes.

Satra believes it came close to simulating all 30-40 shoemaking operations until researchers realised how many adjustments super-

visors regularly made in order to circumvent manufacturing bottlenecks - a finding that increased the complexity of simulation a hundred-fold. "It's best us for the moment," Butlin confesses.

One of his grievances is that the Department of Trade and Industry fails to recognise factory-floor simulations - they are strictly operational research - as the kind of research it should be supporting with funds. "Not science," officials say. "This is where I fall out with Government policy," Butlin complains.

His response is to negotiate partnerships with related research institutes overseas as well as turning his operational research skills to problems for the retailing side of his membership.

Presenting a choice programme

Bernard Simon watches Canada's Interactive TV, which allows viewers to select the coverage

Some 15,000 television viewers in Montreal were able to immerse themselves in the recent Academy Awards presentation like no others in North America. Besides the Oscar ceremony itself (either in English or translated into French), they could choose at any time between a studio discussion of the Oscar nominees (with the ceremony displayed in a corner of the screen), short extracts from each of the nominated films or a taped replay of the arrival of celebrities at the Dorothy Chandler Pavilion in Los Angeles.

The Montrealers are the first subscribers to Videoway, a pioneering cable-TV package which not only expands the variety of offerings on TV, but gets viewers more involved in choosing what they see.

The Oscar options were one of a growing number of programmes being transmitted on the Videoway package, known as Interactive TV. Instead of corraling viewers into a single herd which must either take or leave a TV station's programmes, Interactive TV allows the station to tailor its signal to different tastes.

Among other interactive-TV offerings now available to Videoway subscribers are the evening news on Canada's leading French-language TV station, and Wednesday night ice hockey games. The news starts off with a nine-minute summary of about a dozen top stories. At each commercial break, a choice of options appears on the screen. By pressing one of four buttons on their keypad, viewers can either stay with the news summary, watch an extended version of various stories, or switch to sports, cultural or other features.

One regular feature is *Flash Montreal*, a guide to entertainment in the city each evening. Choices for the hockey games include the normal commentary; the same commentary, but with a seven-second delay, to allow replays (or taping); and two cameras which follow individual star players.

Interactive TV also enables quiz-show watchers to pick questions of varying difficulty, then to answer questions appearing on the screen, tally their scores and select various prizes.

Videoway and Interactive TV are the brainchild of Le Groupe Videotron, Canada's second biggest cable-TV operator, which also has a growing presence in Britain through cable-TV franchises in Southampton and several parts of London, including Wandsworth, Lambeth, Southwark, Greenwich and Lewisham.

In addition to Interactive TV, the Videoway package offers an electronic mail system, 15 video games and more than 100 videotext services, ranging from world weather to the past year's winning lottery numbers. A Videoway subscription (plus one pay-TV channel) costs C\$18.95 (\$10 a month) in addition to the basic

C\$19.95 per month cable-TV fee.

But Videotron reports that it has signed up about 1,300 new subscribers a week since the system made its debut at the end of January. A planned advertising campaign has been cancelled as the company struggles to keep up with demand for the special keypads and terminals required to receive Videoway.

The 32-button Videoway keypad has four extra keys for each of the Interactive TV choices, as well as a "mode" key to switch to various parts of the package. The heart of the system, however, is the box-shaped terminal placed above or below the TV set in place of the normal cable-TV converter. Michel Dufresne, president of Les Entreprises Videoway, Videotron's research and development arm, describes the terminal as a "video-computer with a capacity for communication."

It includes a high-speed, four megabits-per-second modem, a pay-TV decoder, a descrambler, and an unusually powerful processor. The eight-bit processor has four peripheral custom chips which give it the overall processing and memory capacity of a low-end personal computer.

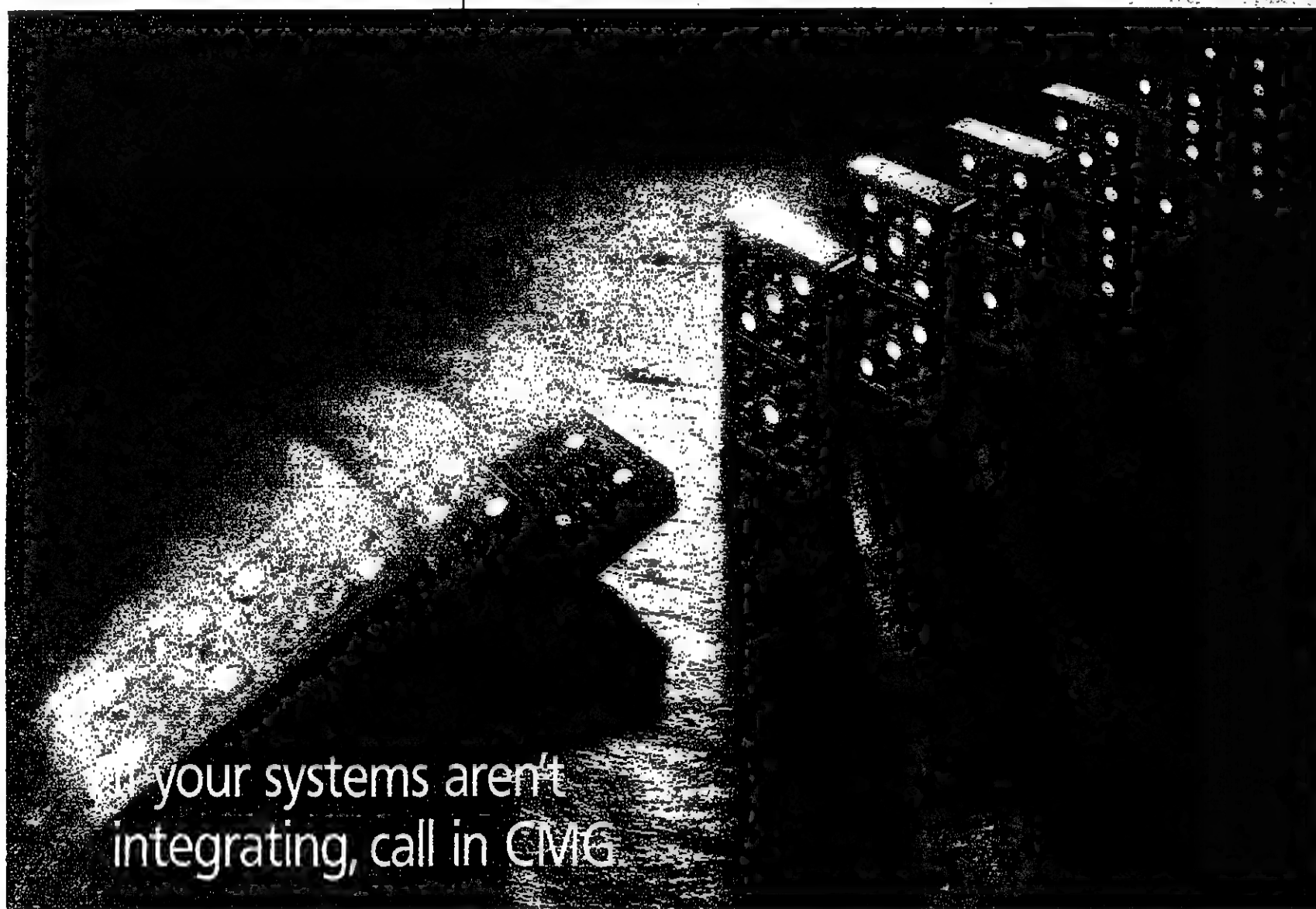
The terminal is compatible with all cable-TV delivery systems - coaxial cable, fibre-optics, microwave and satellite. Dufresne reports that 80 per cent of Videoway subscribers so far have chosen to install the terminal themselves, and that about eight in 10 subscribers are fully familiar with the system within a month.

Videotron, which has developed both the software and hardware for the terminal, plans to add a "frame-grabbing" device to freeze pictures on the screen, allowing a tele-shopping catalogue to be added to the range of Videoway services.

While viewers have stampeded to subscribe to the new service, television stations are concerned about the cost of supplying the extra material needed for Interactive TV. One Montreal station using the system has added nine people to its production staff. In an effort to trim costs, the two stations on the system are using footage which would otherwise be discarded, a strategy which raises the risk of allowing quality to drop.

Videotron is also providing a computerised coding system which it says will reduce costs by automating more of the Interactive TV production process. The company's target is to bring down the cost of Interactive TV to within 20 per cent to 25 per cent of normal programming.

Videotron plans to start distributing Videoway to its British subscribers by next autumn, and to licence a US cable-TV operator by the end of the year. Some modifications will be made to the package, including a pay-per-view option which, for regulatory reasons, is not available in Canada.



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ARTS



Troubleshooting in the manufacturing industry: Sir John Harvey-Jones at Churchill potteries

TELEVISION

Home truths on making good

Manufacturing industry has always had a poor deal from television, which makes the theory behind the BBC's *Troubleshooter* series all the more interesting, and the content of the programmes in practice all the more fascinating. With any subject television tends to reflect the prevailing attitude nationally while, at an individual level, serving to reinforce the prejudices of the viewer, whatever they may be.

This applies to everything from religion or cookery to violence. Just like the British, and the human race in general, television is much given to violence, and the portrayal of violence, according to the more credible research projects, reinforces the violent predilections of delinquent young men. Yet, as all of us can see, it simultaneously reinforces the dislike of violence in the Whitehouse faction.

The rule appears to apply equally to manufacturing industry, though there may, perhaps, be a special influence at work here. Certainly if you accept the orthodox view that the British look down upon all aspects of commerce, and in particular turn up their noses at manufacturing with ambitious parents nudging their children into the law, medicine, or even the mass media nowadays, rather than industry, television seems to reflect that attitude. Apart from the occasional schools programme in a careers series showing a factory production line, or a late night programme about industrial relations on Channel 4 or BBC2, there is desperately little of any sort.

The special influence which may be at work is television's recruiting process. A disproportionate number of television producers hold arts and humanities degrees. A much smaller number hold science degrees. Those from either of the Two Cultures who have ever worked in manufacturing could probably be accommodated comfortably at a single table in the BBC Club. The result is obvious: the schedules are skewed with programmes about the arts, social sciences, politics and the humanities, but bereft of programmes about manufacturing.

Last night you could watch an arts-and-crafts programme about knitting, another about travel in India, a third about the lives of army wives, one of several regular series about gardening, a weekly programme about motoring, and of course a special about the environment. *Soylent Green* in Israel, Greek tragedy, and women who edit tabloid newspapers. There is

nothing abnormal about all this: it is the usual sort of mixture. The unusual detail is the presence on BBC2 last night of the fourth in the *Troubleshooter* series.

This particular programme was the exception within the series in being about the management and economics of the National Health Service. The other programmes so far have been about Tri-ang toys, Copella apple juice and Apricot computers. Still to come are programmes about Morgan cars and Churchill china, followed by a discussion involving all the organisations featured.

The "troubleshooter" of the title is Sir John Harvey-Jones, former head of ICI, who visits each firm, looks at the books, inspects the working practices, talks to the middle managers and the men at the top and, once in a while, in a rather a royal-vist manner, to the people on the shop floor. Then, with a frankness amounting almost to brutality which, however, he carries off because of his charm, shrewdness and enthusiasm, he delivers a series of home truths about their futures.

Since 80 per cent of us these days are not involved in manufacturing there is a great need of programmes like these to show us what it is like, and I surely cannot be alone in watching this series with eyes broadening in astonishment. No doubt the little we see about foreign industry emphasises the modern and the efficient, and no doubt the British companies which volunteered to undergo Sir John's inspection, did so because they were among those that felt something was wrong.

But even taking all that into account, my reaction after watching the whole series (apart from the discussion which has yet to take place) comes close to my feelings about the Second World War: as more and more information emerges about the ruthlessness and efficiency of the Nazis and the Third Reich, it becomes increasingly difficult to understand how the Allies ever won. Similarly, watching *Troubleshooter*, it is hard to believe that British manufacturers are able to compete at all with the Japanese or the Germans. There seems to be the most astounding lack of planning and even of simple rational thinking of the sort needed to run an efficient family household.

Gazing across the floor of the Tri-ang factory, Sir John murmured "Well, this is controlled - or uncontrolled - chaos, isn't it?" At Copella he remarked "You can't go on as you are; it's absolutely ridiculous." Of Apricot he said "I'm getting more and more depressed about the manufacturing output. They're trying to push water uphill." Told that the Churchill pottery (turnover £25 million) that they spend \$5,000 a year buying designs, Sir John mused "Difficult not to go up-market from that." And at Morgan cars he had a sublime English conversation with what

can only be described as an artisan:

"How long have you been here?"
"Thirty one years."
"Always on chassis?"
"Yes."
"Been many changes?"
"No."

Admittedly all the companies reviewed in this series are relatively small; apart from the Shropshire Health Authority, which employs 7,000, the two largest are Churchill and Apricot, each of which employs 1,000. And three of the five manufacturing companies (Copella, Morgan and Churchill) are decidedly family concerns.

Perhaps it is not so very surprising, then, that one of the most striking points to emerge from the series is that the primary consideration which drives Sir John - business efficiency - is not necessarily the same as that which drives these families and their workforces. Despite the supposed ascendancy of Thatcherite enterprise today there is clearly still much thought in this country about maintaining traditions, and keeping people happy.

Remembering the main impression about manufacturing industry conveyed to us by television, of an unending sequence of confrontations between Luddite workers and inhuman managers, it is interesting to observe the good nature and contentedness of many of those appearing in these programmes.

In the end you get the feeling that Sir John was called in either to square a circle ("We are all very happy using 1930 machinery on a 1930 site to build a 1930 design: how do we make a 1990 profit?") or to act the tough outsider and announce changes which everyone knows to be necessary, but shies away from admitting. His commonest function is to be the cruel realist who recognises that if international competition drives you out of business, traditions and happiness both disappear.

These programmes have their faults. It is not always clear whether changes - as at Tri-ang, for instance - occurred because of Sir John's suggestions, or in spite of them. Details of the manufacturing process, as at Apricot, are often left unhelpfully vague. Some of the fly-on-the-wall camera set up create doubts in the viewer's mind, when the camera observes Sir John entering the managing director's office and saying "Hello, Harvey-Jones, is that rehearsed or not?"

But on the whole they make good, even engrossing, television. Following the creation of a peculiarly cosy, almost Dickensian atmosphere with these comparatively small companies, perhaps Sir John and the BBC could go on to review some of Britain's larger companies which do export successfully: ICI, say, or Sheffield Forgemasters, perhaps.

Christopher Dunkley

The Miracle of our Lady

JANACEK THEATRE, BRNO

In political importance, Brno has traditionally fallen between the two poles of Prague and Bratislava. Its cultural significance, however, has never been in doubt, as this inspiring new production of Martinu's *The Miracle of Our Lady* confirms. Brno harks back to a musical world that has virtually disappeared in the West - it has its own particular interpretative tradition and composer-association, a large resident ensemble, conductors who live and work in the community, and an audience drawn entirely from the local region. Brno does not appear on international opera schedules, and a journey there needs time and careful planning. But the visitor from afar is rewarded many times over.

While Janacek remains the staple of the repertoire, the highlights of the current season have been a staging of Dvorak's *Die Fledermaus* and a series of events marking the Martinu centenary. Of the 15 programmes in the Brno State Philharmonic Orchestra's subscription series, no less than 12 include a major Martinu work. The Brno performances of *The Miracle of Our Lady* (*Hry o Marii*) are the first opportunity to see this unusual set of four mystery plays since a Czechoslovak Television production more than 20 years ago.

The work was premiered in Brno in 1935. It enjoyed immediate recognition, but its folk-religious character was anathema to the Nazis and Communists. After being banned at Wesheden in 1955 in a Central European production by Kasilik and Svoboda, it was briefly taken up again by three different Czech theatres in the 1968-9 season. This new production at Brno, conducted with total conviction by Jiri Belohlavek, coincides with the issue of a Supraphon recording under the same conductor. For his subject-matter Martinu turned to medieval mysteries and miracles, viewing them through secular modern eyes and ennobling them in Czech customs, dances and legends. The result is just as original as Martinu's other stage works. Closer to a dramatic cantata than conventional opera, *The Miracle of Our Lady* definitely blossoms in a theatre setting. Two short static panels elaborated from biblical stories, "The Wise and Foolish Virgins" and "The



Hana Malkova

concise. The syncope has become integrated into the overall rhythmic structure. The textures and sunny, pastoral lyricism - a foretaste of his American "prairie" idiom - are unmistakable Martinu. For his subject-matter Martinu turned to medieval mysteries and miracles, viewing them through secular modern eyes and ennobling them in Czech customs, dances and legends. The result is just as original as Martinu's other stage works. Closer to a dramatic cantata than conventional opera, *The Miracle of Our Lady* definitely blossoms in a theatre setting. Two short static panels elaborated from biblical stories, "The Wise and Foolish Virgins" and "The

Nativity," are contrasted with the more dramatic settings of "Mariken of Nijmegen" and "Sister Paskalina," in which the ultimate victory of good over evil is illustrated in the life of a central female character. The overall effect is devotional, wholesome and moving, a paean to Czech art and folklore.

It would be easy to allow the stage presentation of such material to dissolve into kitsch. That the Brno production avoided this was a tribute to its sincerity. Jan Vancura provided colourful, representational designs which preserved the separate identity of each of the four plays. The parable of the virgins resembled an ornate blue confection on three levels, with simple illustrative choreography and a static chorus in traditional costume in the foreground. The nativity was a children's picture-book portrait of a Czech village. The stage director, Alena Vankova, deserves credit for the restraint and expressive poise of these scenes. The two longer panels unfolded with a primitive urgency, though the ballet of devils in "Mariken of Nijmegen" was not nearly erotic enough.

The standard of musical execution was superb from start to finish. Belohlavek, taking time off from his new responsibilities with the Czech Philharmonic, exercises the kind of dead-pan control that makes sense of Martinu's rollicking rhythms and hectic ostinatos: the Brno orchestra responded with precision, security and flair; the accents placed in such a way as to make them seem totally natural. The choral singing was of uniform purity and agility - an outstanding feature of the evening, particularly in the women's dancing Alleluia in "Mariken" and the hymn in triple chorus at the end of "The Nativity." There were vigorous contributions from a long line of principal singers, including Richard Novak and Magda Klobouckova in "The Nativity" and Hana Malkova, whose Paskalina seemed a distant relative of St. Angelica. Altogether, a triumph for Brno and for Martinu, and a real discovery for anyone who cares about 20th century musical theatre.

Andrew Clark

Ballet in Italy during the spring season

Terpsichore is one of the muses represented on the facade of the elegant Teatro Argentina in Rome, but only rarely does her art find a place in the programmes. In mid-March there was a gap in the season of the Teatro di Roma, which was filled by a brief series of dance performances.

First, the Riga Ballet brought *The Sleeping Beauty* and its familiar production of *Swan Lake*. While the Latvian company has a full orchestra and large stage at home, in Italy it has yet to appear in a completely suitable setting. In Rome it made do with a brief, staged accompaniment and a limited number of dancers. The court was, indeed, so pathetically small and poor-looking that one could well understand the king and queen's eagerness to marry Aurora off. Unfortunately, we did not see the prince's part, as he was too busy with a limited number of dancers. The court was, indeed, so pathetically small and poor-looking that one could well understand the king and queen's eagerness to marry Aurora off. Unfortunately, we did not see the prince's part, as he was too busy with a limited number of dancers.

At all events, despite the rather tatty costumes, the company as a whole made a very good impression, particularly on the female side. As Aurora, Luciana Savignano, Toni Candelloro, Aterballetto and the Balletto di Toscana. The programme opened with a glowing performance of the balcony scene from *La Traviata* by Kenneth Macmillan's *Romeo and Juliet* by Viviana Durante and Bruce Sansom, both making their Rome debut. Durante in her home town.

In Milan, a heartening feature of the season so far has been the resurgence of the Scala Ballet, after last year's long series of strikes. Following a well-danced *Giselle* in a production by Yvette Chauvire - in which, after Carla Fracci, Anita Magyari and Oriella Dorella appeared creditably in the title role, and Laurent Hilaire, of the Paris Opera, made a notable debut as Albrecht - the company was shut out of the Teatro Smeraldo, which has a varied ballet season, including the Riga group. Ashton's *Les Patineurs* had been announced, but because of difficulties over the costumes it had to be postponed and was replaced by Bal-

anchine's *Square Dance*, staged by Victoria Simon and danced with spirit. After two popular pas de deux (Balanchine's *Chalkovsky* pas de deux and Ben Stevenson's *Three Preludes*, both well done), the programme closed with Robert North's *Troy Come*, led by Michela Villanova and Biagio Tambone.

In Naples, at the small Teatro Mercadante during the closure for renovations of the San Carlo, Carla Fracci was at the centre of the production devised by Rita Riboni and her husband, Beppe Menegatti, called *Adieu, ci es revoie*. The correspondence between Isadora Duncan and Eleonora Duse has recently been published in Italy and has sparked off this production, which contains a great deal more speech than dance. In Fracci performs a certain number of pas de deux, Paul Chalmers and Maurizio Bellezza being among her partners, and also one noteworthy solo, a reconstruction by Millicent Hodson and Kenneth Archer of a dance made by Isadora to the adagio from Beethoven's "Pathétique" sonata. This she executes very painstakingly and with feeling, wearing sandals (she never dances barefoot). It is difficult to associate Fracci with an unconventional, spontaneous and passionate nature as Isadora, but in that one solo we catch a glimpse of the true Duncan.

In Florence, the latest offering by the opera house company, Maggioranza, is a version of *La Dame aux Camélias* by the director of the company, Evgeny Polakov, which shows that he seriously over-rates his powers as a choreographer, and also the interpretative powers of a promising young dancer, Umberto de Luca. A more passionless Armand is hard to imagine, and although Florence Crill, from Paris, is an excellent dancer, and expressive in her way, that way is not the way of Marguerite. The choreography is too much made up of clumsy, and too often downright ugly, lifts, with the small corps de ballet drifting without rhyme or reason in and out of what purports to be Marguerite's home.

With scenery and costumes by Polakov's fellow-Muscovite Vladimir Kara, and accompanied on the piano by Francesco Corbelli playing Schubert and John Field, the work lasts under an hour and a half, an awkward length, hardly sufficient for an evening's entertainment.

Freda Pitt

Mandela Concert

WEMBLEY ARENA/BBC 2

Apart from Mrs Mandela, did you enjoy the concert? The Wembley tribute to Nelson Mandela must be one of the few mammoth pop events in which all the participants were happy that the outsider, making his first appearance on that stage, should steal the show.

For once, the actual music exceeded expectations. There had been the usual back stage rows - South Africa's leading exiled musician, trumpeter Hugh Masekela, refused to appear arguing, wrongly as it turned out, that the concert was a showcase for western musicians rather than an outlet for local talent, while another South African, Johnny Clegg, played, despite a ridiculous ban by the British musicians union because he opposes apartheid while working in South Africa. There were also accusations that, horrendous thought, some record companies were using the occasion to promote their artists before a global audience.

In the event it could not have gone better. There were generous slots for African musicians (although the BBC rudely used the time for backstage interviews) and the welcome absence of super-stars enabled some of the best journey-men in the business to widen their appeal. It was a good night for two middle aged men who still wander the world with guitars strapped to their hips. Neil Young took on the audience, walking the parapet while spitting out "Keep on rocking in the Free World" and Lou Reed displayed an unexpected caring side when drawing through "The last great

American whale."

They shone by retaining their prickly individuality while other artists were packaged into sets. This worked best when the best of the best, like Cole, Anita Baker and Bonnie Raitt sharing "Blowin' in the Wind" forced you to listen again to the old hippie anthem, although it was a cruel waste that Jackson Browne, appearing here for the first time in years, should be glimpsed later as a side musician.

Many artists managed to come up with a symbolic song from their back catalogue - "Freedom Now", "Mandela's Day", "I ain't gonna go to Sun City", "Free Nelson Mandela" - and they were all as joyously, communally as appropriate as "Auld Lang Syne" or "Happy Birthday". And while no new star appeared to seal the event, like Tracy Chapman's glittering debut at the Mandela 70th birthday concert two years ago, there was Tracy Chapman, whose resonant, emotional voice and genuine lyrics, lifted the evening above the "right on" smugness of the likes of Peter Gabriel and Jim Kerr of Simple Minds.

I know they've walked their mile and more for the cause, but in the past year the real world has left behind clichéd gestures and the parroting of slogans. As the stars walked off the stage, fists clenched, after telling the audience that it was up to us to maintain the struggle, what had been a happy party became theatrical, self-conscious, posturing.

Antony Thornecroft

ARTS GUIDE

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's sally ocean-going 1930s musical has four or five marvellous songs and Elaine Paige failing to emulate Ethel Merman. Jerry Zak's desperately bright production comes from the Lincoln Center in New York and is undemanding fare (734 8861, or 836 2429).

Jeffrey Bernard is Unwell (Apollo). Tom Conti has taken over as the alcoholic journalist who embodies a Palestinian, nay-saying life force while committing public suicide by vodka.

Keith Waterhouse has striven a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs. (437 2683).

Aspects of Love (Princes of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1955 novel. Musically interesting and well directed by Trevor Nunn, a cast of unknowns project the right sense of aspheric insouciance. A probable, but unspectacular, hit. (839 5972).

Bus Stop (Lyric). Glam revival of William Inge's 1895 Kansas comedy, with Jerry Hall making her West End debut as the tank-

town "chanteuse" to Shaun Cassidy's Montana cowboy, a partnership forged on Broadway by Marilyn Monroe and Don Murray. Plenty of glow but not much heat. (487 8885).

New York

Cat on a Hot Tin Roof (Eugene O'Neill). Kathleen Turner, whose statuesque good looks embody Tennessee Williams' vibrant character Maggie, is surrounded by an excellent supporting cast in Howard Davies' production. Grapes of Wrath (Cort). The Shopperville company's interpretation of the Steinbeck epic novel has taken a long time to reach New York from Chicago; the wait was worth it, with the 1930s brought alive in its sparsely as well as its best of human strength. Gary Sinise as Tom Joad stands out in Frank Galati's adaptation. The Sound of Music (New York State). The New York City Opera performs the Trapp Family saga starring Debby Boone as Maria and Laurence Guittard as Captain von Trapp. Ends April 22. Fielda Chazotte (Dymovitch). Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful American baby boomer goes from support for Eugene McCarthy's pre-

idential aspirations to electoral ambitions in the 1980s, accompanied by the musical and emotional flavour of the period (239 6200).

Chicago

Steel Magnolias (Royal George). Ann Magnolia and Marcia Rodd play the leads in this view of southern life from under the dryers in a busy hairdressing establishment (368 5000).

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Wednesday April 18 1990

The Mandela strategy

MR NELSON Mandela did not come to Britain this week simply to attend a pop concert. His purpose was more serious than that. It was to mount a unique platform provided by TV in order to appeal to the world to maintain its pressure against apartheid.

It is clear from everything the African National Congress leader has done since he was released from prison nearly two months ago that he regards international pressure on the South African Government as the principal weapon available to the ANC. Without it, Mr Mandela would probably still be a prisoner and militant black nationalist organisations would still be illegal. The ANC's "armed struggle" once caused a number of horrendous casualties, but overall it has been ineffective. From the black point of view, the overthrow of apartheid has come to depend more than ever on a single factor: the desire of white South Africans to rejoin the world community and see both economic sanctions and constant expressions of oppression brought to an end. Mr Mandela has perceived this from the start.

This strategy is rejected by the British Prime Minister. Mrs Thatcher has always displayed an aversion to official sanctions; she prefers Britain to work alone, with the aim of winning the confidence of President F.W. de Klerk. In consequence she and her envoys enjoy a remarkable degree of access to Pretoria. Their advice is not only listened to with respect, it is, on occasion, courted. Broadly speaking, this has been helpful to black aspirations. President de Klerk will have had his own reasons for releasing Mr Mandela, suspending capital punishment, unbanning political organisations and relaxing censorship, but all of these steps have been urged by Britain.

Unilateral defiance

It was perhaps this happy coincidence that led Mrs Thatcher to remove the sanction on new British investment in the Republic. She should not have done so in unilateral defiance of Britain's allies. The benefit in terms of Pretoria's appreciation is doubtful; the damage to relations with most

South African blacks is plain. Any future moves should be taken in concert with the EC, and in consultation with President Bush. The latter is reported to have indicated to Mrs Thatcher in Bermuda that he could not go along with her anti-sanctions campaign. Mr Bush is motivated by his own domestic politics; he is also aware of how easily an anti-sanctions campaign can come to be portrayed as an apologist for apartheid. Mr Mandela did not quite do this to Mrs Thatcher on Monday; he did, however, come as close to it as his old-world courtesy and restraint would allow.

Bottom line

All of this may seem to President de Klerk to be unfair. He has taken bolder, and more radical, steps in the direction of democratisation than any of his predecessors. His desire to continue with this process is patently genuine. There is an Africaner conscience, born of deep religious feeling; there is also the plain economic truth that business will not return to an unstable republic. Events in eastern Europe have influenced everyone's thinking. Yet nothing done so far is decisive. The South African police are not under control. Negotiations have not yet begun; the South African Government's bottom line has yet to be revealed. Yesterday's speech by Mr de Klerk, in which he once again rejected majority rule, is not a good omen.

Thus the cautious hopes that attended the release of Mr Mandela are being severely tested. Political violence is increasing, rather than subsiding. Deaths at the hands of police in black townships are all too frequent. These developments make it imperative that negotiations recover the momentum they are in danger of losing. The ANC could improve the climate by suspending the nearly-dormant guerrilla campaign, and dropping the rhetoric of the armed struggle. It should also recognise that out-of-date Communist slogans are of little value in the 1990s. International goodwill will eventually be eroded if it is the ANC that comes to be seen as disorganised, obdurate, or unreasonable.

The right school curriculum

MRS MARGARET Thatcher has a remarkable ability to distance herself from her Cabinet colleagues. In 1988, Mr Kenneth Baker, the present Tory chairman, steamrolled the controversial Education Reform Act through Parliament. The linchpin of that legislation was a compulsory 10-subject National Curriculum - the first in UK history. Statutory orders dictating what children must learn in all the traditional school subjects were buttressed by a formidable new apparatus for testing and assessing performance.

In an interview at the weekend, the Prime Minister took it upon herself to criticise this central plank of her own Government's education policy. She accepted the case for "core" curriculum, setting minimum standards in mathematics, English and science, but voiced scepticism about detailed state intervention in other subjects. She said teachers should be allowed to use their own methods and learn from experience. If the wrong kind of curriculum was introduced, she warned, the situation in schools might be worsened rather than improved.

Downing Street anxiety about the National Curriculum is hardly surprising. Most of the educational initiatives of the late 1980s fit comfortably within the Government's philosophical framework. The delegation of budgets to head teachers, the rules allowing schools to opt out of local authority control and the creation of free-standing City Technology Colleges can all be interpreted as moves to foster greater competition, choice and diversity. They are precisely the reforms being advocated by right-of-centre educational theorists in the US.

Crude uniformity

But such theorists are adamantly opposed to government control of the curriculum, which they regard as an infringement of parents' rights and a crude means of imposing uniformity from the centre. In their eyes, choice between different schools is meaningless if it does not also include choice over what is actually taught. They argue that the high standards of many independent schools reflect competition

rather than bureaucratic regulation of the curriculum.

In view of these arguments, it is surprising that Mr Baker should ever have contemplated moving to a minimalist core curriculum. In the late 1980s, however, the case for more ambitious controls looked attractive. Ministers disliked the type of education being provided in many schools; statutory orders supported by a battery of new tests were seen as a means of countering damaging "progressive" trends and re-establishing "rigour." Moreover, there was genuine concern about schools' failure to offer a broad and balanced education. In 1987, around 46 per cent of girls gained the equivalent of O level pass in English, but less than 10 per cent achieved a comparable qualification in physics. Nor is the problem of balance restricted to lack of science: the history working party recently noted that only about 45 per cent of pupils study history after the age of 14.

Progressive trends

The attempt to suppress progressive trends has largely misfired. The educational establishment has used the National Curriculum as a vehicle for promoting modern approaches to learning. Contrary to the fears of critics, this is no great disaster: many recent trends, such as the emphasis on skills and understanding and the downgrading of passive rote learning, are positive changes.

The importance of a broad and balanced education cannot be overstated. But it does not require detailed state intervention of the kind found in Mr Baker's statutory orders. It is perfectly possible to insist that all pupils study a given range of subjects without laying down what the detailed programmes of study should contain. Even if some form of state certification is thought necessary, schools could be invited to choose between a number of competing "approved" curricula. The Prime Minister's criticisms of her own policy are thus largely sound. The Government should not abandon its curriculum, but it needs to find a more flexible means of pursuing national educational goals.

If Mr John Gunn is lucky, he may emerge in some 18 months' time from the crisis which has engulfed British & Commonwealth Holdings at the head of a sizeable money broking operation - more or less where he found himself five years ago.

The diminutive B&C chief executive was in a subdued mood yesterday as he faced the press to explain the Atlantic Computers debacle. The collapse of Atlantic has plunged Mr Gunn, still only 48, into a glittering roller-coaster career, into the biggest crisis he has yet faced.

Indeed, the very survival of the group remains in question after yesterday's announcement that it is to write off about £350m against its investment in Atlantic and place the computer leasing group in the hands of administrators.

Mr Gunn's reduced circumstances were amply illustrated by the way in which Sir Peter Thompson, the former head of NFC who was recently brought in as B&C's non-executive chairman, handled the bulk of questions from both analysts and reporters. "It has become clear within the last few days that Atlantic is not a company that can be sold for more than £400m that B&C originally paid for it," he said.

B&C's problems with Atlantic were building up well before Sir Peter's appointment, though he seems to have had a central role in developing a strategy to tackle them.

The group recognised soon after the June 1988 acquisition that certain accounting practices used by the computer leasing company were imprudent. It claims that it intervened promptly to make the necessary changes but that these later turned out not to have been properly carried out.

The "full enormity" of Atlantic's position, Sir Peter said, only came to light in the past two weeks. This followed the completion of three separate reports into the company's affairs - studies which showed that Atlantic's problems were threatening to undermine the entire B&C structure. According to one of the reports, from Boston Consulting Group, Atlantic's gross margins were considerably smaller than envisaged in the company's business plan. Worse still, B&C's senior management realised that they would have to bite the bullet and take substantial write-offs for Atlantic while telling the world that the group could no longer rely on cash flowing in from the computer-leasing business. This meant that it had to seek backing from its banks.

Accordingly, the company says, it took a proposed solution to a group of banks responsible for the lion's share of its loan facilities who finally

TRE ramifications of the troubles which have overtaken Atlantic Computers go well beyond the immediate impact on B&C Holdings, serious as that is.

Atlantic, the world's third largest computer leasing company after the International Business Machines subsidiary ICC and the US-based company Comdisco, with some 160 subsidiaries in Europe and the US, has supplied hundreds of companies with computers through its controversial "Flexlease" contracts.

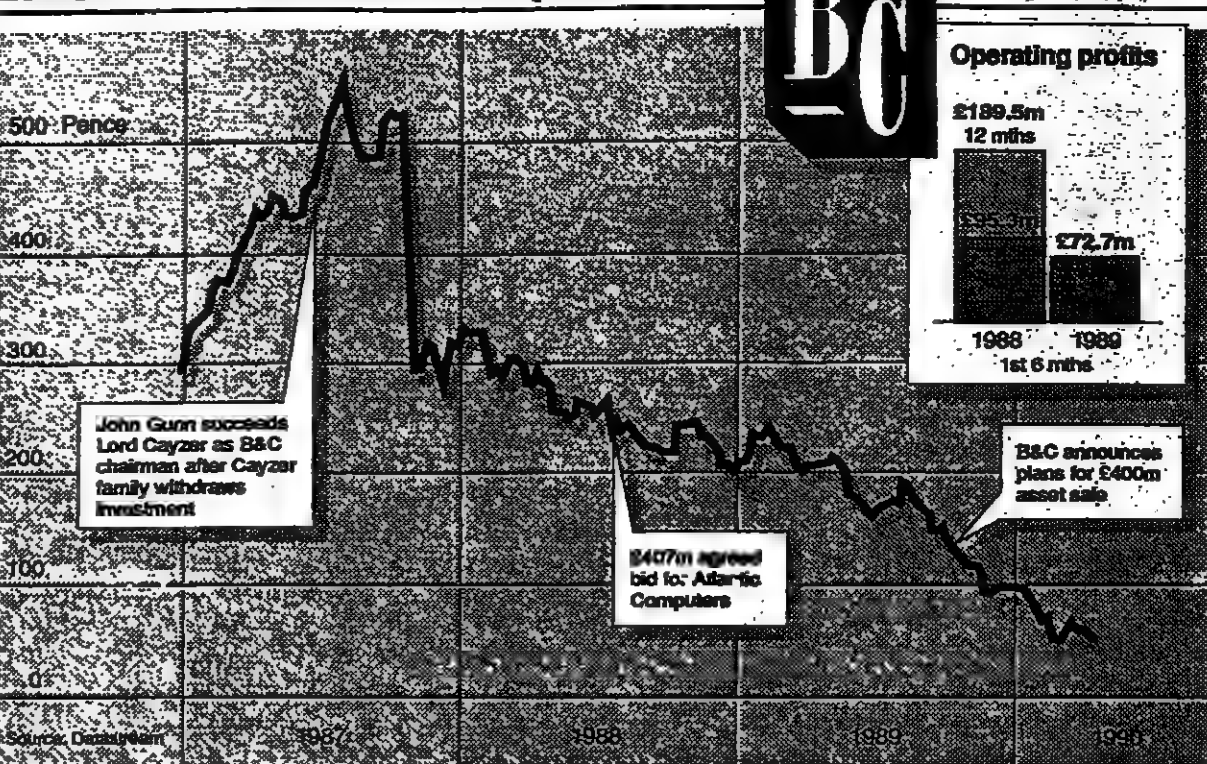
Many of its individual deals with blue chip companies run into tens of millions of pounds. B&C's decision, announced yesterday, to appoint administrators to carry on the business of the company affects only Atlantic Computers plc. But it still means that companies based in the UK with computers leased through Atlantic are now having to go through their leases with a fine tooth comb to find out what they owe, to whom and for how long.

Atlantic's deals invariably involved a finance house as owner of the leased computer. An example is

Terry Dodsworth, David Owen and David Lascelles consider B&C's options after trouble in its computer leasing unit

An exercise in damage limitation

British & Commonwealth share price



pledged their support. "We have not asked the banks for additional support but to retain our lines of credit in place," said Mr Iain Burns, B&C chief financial officer.

The Bank of England was brought into discussions at an early stage, as the most prominent of B&C's many financial regulators. The group has no fewer than 40 subsidiaries in half a dozen countries which are regulated.

These include three UK-licensed banks, several money brokers and leasing companies, and other companies engaged in funds management and stockbroking.

AT&T Intel, a Midland-based computing services company which has nine Atlantic systems, said yesterday that he had already set in train moves to review the terms of his contracts with Atlantic. It would not be proper at present, he said, to give a view of the gravity of the matter, but three of his staff were working on it all time.

Companies lease rather than buy computers to give themselves maximum flexibility when technology changes; the concern over Atlantic's predicament is that customers might find themselves less able to shift quickly out of their present leasing commitments.

Computer leasing is a dangerous, nervy business carried on chiefly by entrepreneurs prepared to take substantial risks in the hope of turning a profit. There are boom times, like the early 1980s, and there

are troughs when margins narrow and IBM turns the screws. IBM leases computers in its own right but its chief concern is controlling its accounts, competitors say, rather than absolute profitability. It controls the market through its stranglehold on prices.

The skill lies in estimating accurately the second hand (or "residual") value of an IBM or Digital Equipment (DEC) machine. Only IBM and DEC machinery are widely enough used to establish reliable residual values.

Typically, Atlantic would buy computers from IBM for lease to customers. Two separate contracts would be written: one between the customer and a bank or finance house (the "head lessor") which would take title to the computer and have the rights to the revenues from the lease, and a second between the customer and Atlantic.

The Bank, as lead regulator, contacted other regulators, such as the Securities Association, the Securities and Investments Board, the self-regulatory bodies, and - abroad - the US Federal Reserve Board and the Japanese Ministry of Finance.

A crisis meeting of B&C's "college" of regulators was summoned by the Bank last Thursday, and a further follow-up meeting took place yesterday. This was to ascertain that the problems of Atlantic were not "infecting" other parts of the group, and to make sure that the banking and broking operations had sufficient capital

to operate normally. The regulators were especially anxious to avoid a situation similar to the one experienced by Drexel Burnham Lambert, the Wall Street investment bank which filed for bankruptcy in February. In that case, the parent sucked capital out of its subsidiaries in a desperate effort to keep going and brought the whole group down.

Contrary to some reports, the authorities stopped short of trying to mobilise a support group for B&C. "We felt that the situation should be market determined," said one official. But the Bank still felt it necessary to operate normally.

The variations on a computer lease are endless. Mr Mark Wood, the B&C executive put in two weeks ago to take charge of Atlantic after managing director Mr David McCormack was, according to B&C, suspended in March, said yesterday that investigations of the accounts had been hampered by the heterogeneity of the leases Atlantic had written. They are different in size, structure, financing and equipment.

The "Flexlease" was invented by Mr John Foulston, Atlantic's principal former and driving force who was killed in a racing car accident three years ago. It allowed customers to change to equipment of similar or greater value without financial penalty.

It attracted controversy from the start and was harshly criticised by

in order to quell rumour - to take the unusual step of commenting publicly that, as far as it was aware, the B&C subsidiaries were all healthy.

The B&C case is unprecedented in its regulatory complexity: even at the height of the secondary banking crisis in the 1970s there was no group with fingers in as many pies as B&C. This could raise questions about the wisdom of allowing a single group to become highly diverse and thereby risk infecting many financial markets at once.

The fate of B&C may well lie in the hands of predators. Corporate finance departments were said yesterday to be running their slide rules over the group to measure its takeover and break-up potential.

The group itself, meanwhile, is hoping to avoid such a fate by stepping up its asset disposal programme to realise £750m by mid-1991. At the head of its sale list are its BCB merchant banking activities. Analysts believe that other candidates for sale will include Oppenheimer Management, the US mutual fund management company, and a clutch of smaller financial services businesses and investments.

B&C's aim is to realise cash from these disposals to cut its debt and reduce interest payments to manageable levels. The company admitted yesterday that it still had about £1bn of borrowings including £737m of long-term bonds. "Ibn is not our Barclays High Street Kensington overdraft," said Mr Gunn yesterday in a rare quip. The average life of the debt is "a bit over 12 years" and the average coupon "a bit over 10 per cent," he added.

The trouble with the disposal programme is that unless interest rates turn down - B&C will be selling into a buyer's market. Indeed, the group is currently demonstrating how much the tables have turned since its heyday in the go-go financial world prior to the 1987 stock market crash.

Since then, B&C's vulnerability to a dear money environment has become painfully apparent. Virtually all of its businesses are sensitive to high interest rates because the cost of money reduces either margins or volume or both. The group has compounded matters by burdening itself with a mountain of debt.

Although it is not immune to such an environment, the Exco moneybroking business remains by general acceptance the jewel in B&C's crown. "I hope Exco is not for sale," Mr Gunn mumbled on leaving yesterday. If it has to go, it would be an ironic outcome for a group which was once among the most acquisitive players in the City of London.

Atlantic's competitors who argued that the flexibility was more important than real. Certainly, customers complained that relations with the company were smooth while they were upgrading their equipment; however, relations deteriorated if they wanted to cut back on their data processing investments. "They were bedded," one observer said.

Computer leasing has never been popular with the financial community, chiefly because of the "optimism" with which it often does its accounting. Leasing companies earn most of their profits from the disposal of machines at the end of the first lease; it has been common practice to estimate profits at the beginning of a lease and include the numbers in the accounts before they have been earned.

Sir Peter Thompson, B&C chairman, said yesterday that although B&C management had outlawed the practice after taking over Atlantic, the 1989 accounts contained a mixture of the old and the new practices.

The Times are changing

It is good to see Simon Jenkins making his mark on The Times. It has been most obvious on the front page, but the introduction yesterday of a new (actually old style) Diary column is a seminal event not only, though perhaps only among the minuscule college of diarists. We are gratified to observe that the new Times Diary is anonymous (which Observer usually is), contemplative (ditto) and, apart from an item on wartime food, intent on avoiding all down-market references to the realms of the senses (no comment).

Even more brave was a singular omission from The Times leader on cricket, itself a throwback to a nobler age in its advocacy of the virtues of the four-day game. In spite of countless news reports of how Sky Television's fortunes have been turned around by its screening of the Test matches in the West Indies, the leader made no explicit reference to Mr Murdoch's TV arm. Such independence is unusual in the News International empire. The hope is that it will continue to be applied when less important matters than cricket are under editorial discussion.

So is cricket

Ancient which, it has been very hard to find the definitive judgment on what has passed in the West Indies. As ever in moments of crisis, The Baseball Reader has come up with the answer. Neville Cardus et al notwithstanding, baseball has consistently attracted the finest writing in any known field of sporting endeavour. Angel, Kahn, Boswell (the American Thomas), Mencklen, Updike, Nash, Roth, Thurber, Twain, Woodhouse, Wolfe, Breslin could not keep away from the game. Actually none of the above wrote what follows but perhaps none could

OBSERVER

have contrived words as timeless, sportingly universal and indeed banal as this.

George Ellard helped found in 1889 the Cincinnati Red Stockings, baseball's first professional club. He left behind a poem appropriate for the broken-fingered and ego-bruised contemporary cricketer.

We used no mattress on our heads.

No cage upon our face.

We stood right up and caught the ball.

With courage and with grace.

Even better are the by-laws of the amateur Excelsior Baseball Club, of Brooklyn, established in 1890. Rule Nine, for example, lays down that "members, when assembled for field exercise, or for any meeting of the club, who shall use profane and improper language, shall be fined ten cents for each offense." So much for the habit quaintly known as sledging.

Rule 11 gets closer to the bone, which Viv Richards gnawed in his dance of protest last weekend. "A member who shall audibly express his opinion on a doubtful play before the decision of the umpire (unless called upon to do so) shall be fined 25 cents for each offense."

The most severe sanction is for a transgression not known to have been committed in Antigua. "A member wearing or using the apparel of a fellow member, without his written permission, shall be fined one dollar." This is one for the box score.

Force of nature

Younger than baseball, cricket and The Times, but still an institution in its own right, is the National Geographic magazine, but here, too, change is in the wind, though on this occasion it is not clear if the movement is forwards or backwards. Wilbur



"We've just had a cancellation as a matter of fact - two seats to South Africa."

Garrett's Great Experiment with the magazine is over. After ten years as editor, he has been ousted by Gilbert Grosvenor, president and chairman of the National Geographic Society and scion of the family which founded the journal 108 years ago.

In recent years, Garrett's Geographic treated such subjects as the reconstruction of Vietnam, the Exxon Valdez oil spill, the fall of the Berlin Wall, and AIDS in Uganda. The latest cover story is entitled Growing Up in East Harlem.

It was a bold effort to make the Geographic more responsive to news and more appealing to younger readers. But Grosvenor, himself a former editor, preferred the timeless coverage of Nature, best captured by the rich colour photography of mountain lakes and exotic tribesmen. For him and perhaps for the 10m members of the National Geographic Society, East Timor was always going to be more inviting than East Harlem.

It would be misleading to cast the struggle in purely per-

sonal terms. Grosvenor was a friend and colleague of Garrett's for 35 years. In a parting tribute, Grosvenor was quoted as saying: "Every member of the society and every reader of our magazine has benefited from his great enthusiasm and deep knowledge." In the matter of dispensing money, they differed. Grosvenor wanted more staff cuts than Garrett could stomach. Moreover, the non-profit society's attempts to diversify into new book and television programmes appear to have hurt the magazine's own profile and finances.

Garrett's successor is William Graves, who, before his elevation, went by the wonderful title of senior assistant editor for expeditions. A former diplomat, Graves is 63 and perhaps only a transitional appointment.

Watch out

Since the subject today is loosely about the media, it must be reported that we do get a lot of invitations. There is no point in elaborating on the following, just received from somewhere in Switzerland all about the European Watch and Jewellery Fair, opening in Basel tomorrow.

The headline reads Swiss Lady Watch. The text says: "The Swiss Watch which not only tells the woman her days when she won't conceive, but also the days when she'll most probably conceive a son or a daughter and therefore enables her to actively plan the sex of her child, in advance."

And we thought that Switzerland was falling apart.

Revenge

The following was spotted on the bumper of a car in Maryland the other day. "GET EVEN: live long enough to be a burden on your children."

Jurek Martin

Martin Wolf on the origins of the Soviet monetary crisis and, right, the debate over price reform

The fall of the rouble

THE CHAPTER on the fall of the rouble you may omit. It is somewhat too sensational. What might Oscar Wilde's Lady Bracknell have said of the hapless Soviet rouble?

Absurdly, inflation was officially estimated at 2 per cent for last year, though with 6% percentage points thrown in for "shortages". Queues are pervasive and prices of food in Moscow's free markets, on average, six times as high as in state shops; enterprises barter to provide goods for their employees, and western cigarettes serve either way, as a parallel currency, while taxi drivers clamour for the US dollar.

At the beginning of 1990 the State Commission on Statistics estimated the Soviet monetary "overhang" at Rb50bn, more than a third of the cash and liquid savings deposits held by Soviet citizens and close to 40 per cent of consumer spending by the people; the State Bank of the Soviet Union's central bank estimated the overhang at Rb130bn. Either way, these organs of the Soviet state agree that money is the one commodity in chronic oversupply.

In 1989 a reforming communist government in Poland bravely decided to liberalise prices. It then watched as consumer prices soared, and promptly became the ex-government of Poland, bequeathing hyperinflation to its successor.

The parallel will not have been lost on President Mikhail Gorbachev. Influential pundits appreciate that a market economy cannot emerge without price reform. The caution shown, until now, by the often bold Mr Gorbachev indicates his awareness of the political risks, when expenditures on food and beverages already absorb half of the spending of the citizen.

The problems of the Soviet currency are an apt symbol of those of Soviet communism. As money, the rouble is inconvertible into foreign exchange, into domestic assets or into domestic goods. It serves, instead, as a lubricant for the command economy, a covert tax and a concealed source of subsidy.

Historically, the aim of Gos-

plan, the State Commission for Planning, was to balance real resources. The banking system's humble role was to provide enterprises with the credit needed to carry out their allotted tasks. In this guise, money was just a lubricant.

The financial system also provided the Government with the funds needed to cover its budget deficit. With more money being created than goods to back it (at official prices), monetary emission is, in effect, a concealed tax. Equally, the low rates of interest paid on savings accounts – averaging around 2.7 per cent at present – are a tax on personal savings.

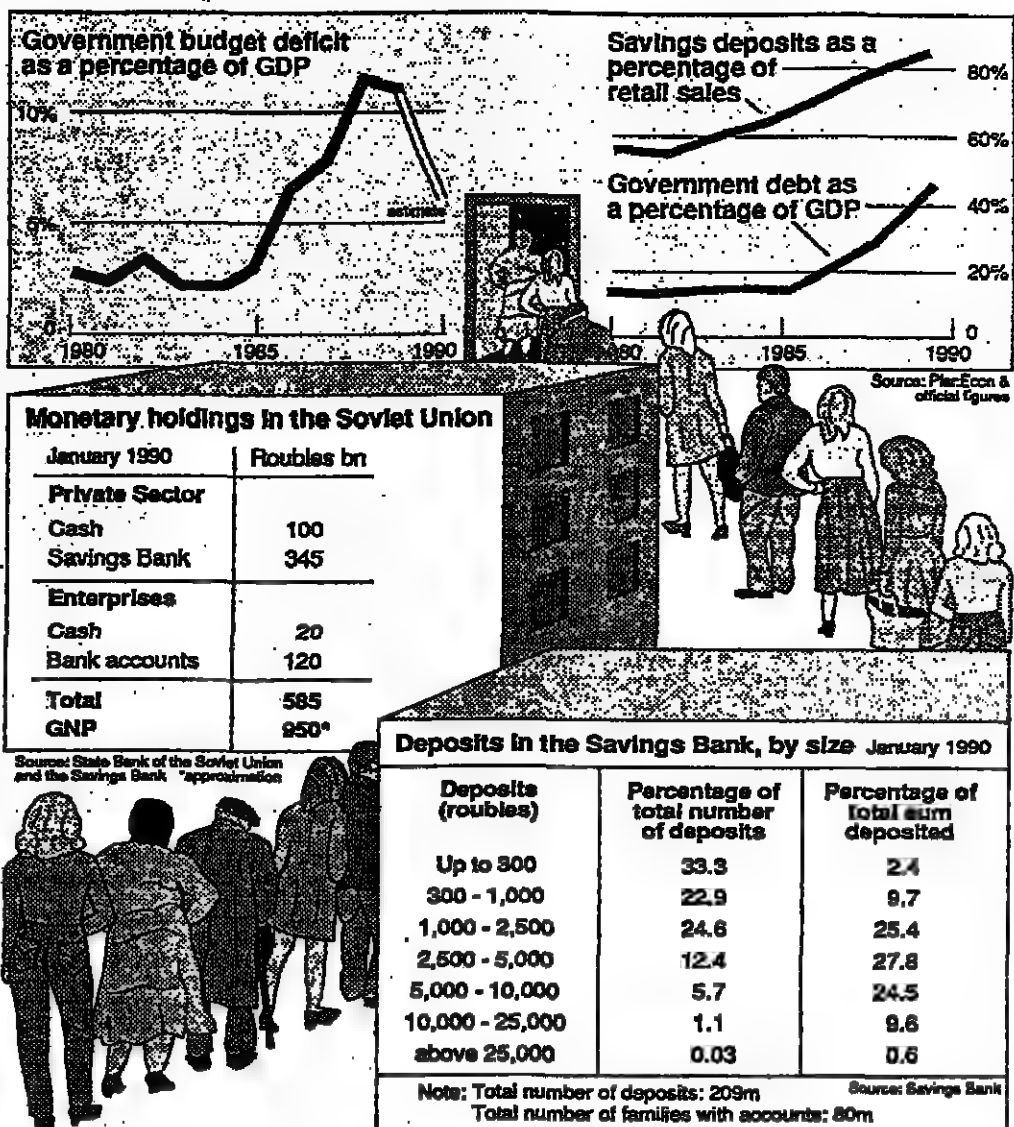
The liabilities of the financial system are a method of extracting revenue. Its assets are a source of concealed subsidisation. Enterprises pay interest at between 1 and 2 per cent. Such subsidised rates of interest themselves induce excess investment in stocks. In addition, the credits themselves are offered to more than government-mandated grants. To take one example, Agroprom Bank (the Agro-Industry Bank) has Rb570bn, more than a quarter of its total assets, in doubtful credits.

Liberalising an economy with such a financial system is highly problematic. But the danger has become far worse as a result of two trends of the second half of the 1980s: the exploding budget deficit and the decentralisation of control over enterprises. The lamentable state of the rouble today is largely Mr Gorbachev's personal achievement.

Behind the increase in the budget deficit is the disastrous anti-alcohol campaign, a surge in investment and the fall in the world price of oil in 1988. Both the anti-alcohol campaign and the increase in investment reflected the demand for "acceleration", the slogan under which Mr Gorbachev initially hoped to banish the years of "stagnation". The fall in the price of oil, so ill-timed for Mr Gorbachev, revealed the dependence of the Soviet economy on this one commodity.

With the failure of the more traditional forms of discipline,

The path to monetary reform in the Soviet Union?



a small turn was made in the direction of liberalisation with the Law on State Enterprises of June 1987. The law was typically half-hearted and confused, but it did give enterprises greater freedom.

In Soviet circumstances the unhappy result was less output (why produce more in return for worthless roubles), more useless investment and, of immediate importance, more wage inflation. In 1989, for example, the "wrong goods" of Soviet production and associated labour unrest led to wage increases of 10.9 per cent as against increases in output of a mere 1.7 per cent.

As the inflationary crisis became more evident in the summer of last year, the conflicts among Mr Gorbachev's advisers grew more bitter. Gos-

plan chairman Mr Yuri Maslyukov proposed a crash programme to produce more for the consumer market. In November, the Deputy Prime Minister, Leonid Abalkin, put forward radical ideas for moves towards a market economy and immediately met a storm of protest.

Then, in December, Mr Nikolai Ryzhkov, the Prime Minister, returned to the theme of the crash programme and postponed price reform once more. The Abalkin programme was now no more than a vague blueprint for subsequent change. The stress was, instead, on increasing the production of consumer goods, by Rb50bn, or 15 per cent, in 1990.

In the first two months of 1990 average wages rose by 15.5

per cent over the corresponding period in the previous year. Output of consumer goods rose by only 6.4 per cent in the first quarter. Though better than for industry as a whole, which experienced a 1.3 per cent decline, the increase in output of consumer goods was half that proposed in Gosplan's crash programme.

Less than three months experience has, apparently, been sufficient to persuade Mr Gorbachev of the obvious: Gosplan's crash programme will not work and would be inadequate, if it did work. At the end of March he called for the "formation of a normal full-blooded market... to describe it in a nutshell we are talking about a controlled transfer to market relations." Some nutshell; some nut.

ARE THERE any price and monetary reforms that would be both economically effective and politically acceptable? Now that President Mikhail Gorbachev has promised to submit a package of 30 radical laws and decrees to the Supreme Soviet by May 1, the Soviet Union, not to mention Mr Gorbachev himself, will soon find out.

In late March Mr Leonid Abalkin, the Deputy Prime Minister, said that price liberalisation and new tax and lending policies must be introduced no later than the start of next year. Then, only last week, he started talking of "this year". The planned reform would, he then said, raise interest rates, restrict the money supply, index wages and raise prices – but without negatively affecting the population.

According to Mr Vyacheslav Sengachov, the chairman of the State Prices Committee, the authorities are now considering three alternatives for price reform.

■ The first option would be to copy Poland's shock therapy, by raising energy prices to world levels and moving towards rouble convertibility.

■ The second option would involve an average 20 to 30 per cent increase in wholesale and retail prices, an end to price subsidies (which would save the budget Rb100bn) and a 50 per cent devaluation.

■ The third, preferred, option would be more timid than either, involving fixed prices for oil, grain, cotton, sugar and other staple commodities, a middle tier of "regulated" prices with upper limits and between 15 to 30 per cent of goods at free prices.

No serious analyst doubts the need for reform of a pricing structure that has been unmodified since the 1960s. Less widely recognised, the reform must involve a move towards world prices. Large price increases would then occur in some areas – in particular, food and energy – but there would be declines elsewhere – notably, for more sophisticated manufactured goods. Along with price reform must go an end to the provision of open-ended credit to government and state enterprises.

This far, there is widespread agreement, though the preferred option does not look suf-

ficiently radical. But three difficult choices do divide the protagonists of radical economic reform: over wage indexation, monetary reform and external convertibility.

However politically desirable, full indexation of wages is infeasible (unless the Government is prepared to risk borrowing from abroad on a huge scale). If price reform does not bring real wages in line with that justified by productivity, an explosive wage-price spiral will ensue.

It would be better to make nominal wages the anchor and adjust the structure of relative prices, to eliminate both excess demand and the need for subsidies. In order to reduce hardship, limited rationing could be introduced, as recommended by one of the Soviet Union's leading radical economists, Gavril Popov.

On the divisive question of monetary reform (or confiscation) Mr Popov finds himself allied with Mr Alexei Sergeev, adviser to the reactionary populists of the United Workers Front. Against them line up Mr Abalkin, Mr Nikolai Petrakov, President Gorbachev's personal economic adviser, and Mr Viktor Geraschenko, Chairman of the State Bank.

Real money balances will be reduced by any price reform that eliminates the current "wage overhang". Beyond this, a confiscatory monetary reform appears to be neither necessary nor sufficient.

It will not be sufficient, because the budget deficit must be closed as well. It is not necessary, because the "overhang" does not look that threatening. As of January 1990, broad money was some 60 per cent of GNP. In comparison, holdings of broad money are around 100 per cent of GNP in Japan, 70 per cent of GNP in West Germany and the UK and 60 per cent of GNP in the US.

In the Soviet Union money is the only form of wealth available to the bulk of the population. The average savings held by the 80m households with deposits in the Sberbank (the Savings Bank) are only Rb4,300 (\$4,300 at the official exchange rate), less than one and a half times the average annual wage. Moreover, since saving accounts are quite evenly distributed, confiscation would hurt many people.

Can Soviet households find this wealth excessive? They are more likely to feel that they hold it in useless forms. The solution then is not confiscation, which Mr Petrakov rightly calls "the idea of a highwayman". The state should, instead, sell real assets – housing, shares in Soviet enterprises and even gold – and provide holders of money with a positive real rate of return.

In support of monetary confiscation, Mr Sergeev claims that 60 per cent of the savings are in just 5m accounts. This appears to be nonsense. Some households may hold many accounts, but a reform that eliminated just the larger accounts would achieve nothing, except dissuade citizens from putting their money in banks once more.

Finally, there is convertibility. Contrary to the general impression, the rouble is not overvalued on a purchasing power basis. CIA estimates of Soviet GNP in dollars suggests that each rouble is worth \$3. This may be an over-estimate of its true value, but the official exchange rate is well below that level, at around \$1.60.

None the less, the country cannot move to convertibility at the existing exchange rate. First, a bout of corrective inflation is to be undergone. Second, there is a pent-up excess demand for imports, shown in exchange rates at the official auctions of 10 times the official rate and more. Finally, so long as internal relative prices are distorted, decentralised decisions can only lead to equally distorted patterns of trade and international borrowing.

Since creation of a link between the Soviet and world economies is important, the best move would be towards convertibility on current account. But this can only follow price reform and elimination of excess demand in the domestic economy. Meanwhile, Mr Petrakov's recommendation of a parallel hard rouble is just another way of "dollarising" the economy.

All paths to reform will, inevitably, show that the population has been cheated for years. The question for Mr Gorbachev and his advisers is how fiercely the people will respond to that demonstration.

LETTERS

Telecoms: the way to fair competition

From Mr Iain Vallance.

Sir, Your leader ("No need for phone cartels," April 17) makes a strong attack on the current arrangements for setting the charges for international telephone calls. But in some respects it misrepresents the position in the UK.

You say that, even in the US, UK and Japan, where there has been deregulation of domestic services, "competition on international calls remains almost non-existent." That is simply not the case.

The strongest competition in telecommunications services, where new entrants have made the greatest headway, has been in the market for international calls. Indeed it is perhaps not surprising that international calls from the UK and the US are among the cheapest in the world.

You say that the decisions on the use of high margins fund international calls to subsidise unprofitable local networks should not be taken by monopoly suppliers behind closed doors. In the UK they are not.

In the UK these decisions have been taken by the Government and the regulator. They are not in British Telecom's interests and we expect them to be properly addressed in the forthcoming competition policy review.

You say that the best hope for speedy change may lie in bilateral action between gov-

ernments strongly committed to competition.

British Telecom has been calling for reciprocity between (or, at least, harmonisation of) the regulatory regimes for telecommunications in the UK and the US for a long while without success. So we are less than sanguine about the prospects of speedy change via that route.

The only sure way of encouraging fair competition in telecommunications, whether international or domestic, is directly to attack the cross-subsidies between business users and the bulk of residential users. Cross-subsidy and fair competition are simply incompatible.

We calculate that in the UK alone, for international and domestic calls taken together, that cross-subsidy amounts to well over £1bn a year. This massive distortion of the market makes a mockery of competition and should be eliminated.

Any remaining subsidy of telecommunications users thought necessary on public policy grounds should surely be made from public funds or, failing that, from a charge on all public telecommunications operators and not just on British Telecom.

Iain D.T. Vallance,
Chairman,
British Telecom,
British Telecom Centre,
81 Newgate Street, EC1

The freedom to advertise

From Mr Kenneth Miles.

Sir, Lord Deedes's report, Freedom of Expression and the Law, ("Former editor sees threat to free speech," April 9) highlights the growing number of threats to free speech in Britain.

But freedom of speech is a basic right which should apply to commercial companies as well as to private individuals. Information and commercial communication must flow as freely as personal ideas – for the benefit of consumers as well as companies. The companies who are members of this association (most of Britain's major firms in the manufacturing and service sectors) are increasingly worried about threats to freedom of speech in commercial communication, particularly advertising.

The freedom to advertise is

an essential component of the free market economy. It must not be subverted by pressure groups who are actually trying to politicise trade through ever-increasing regulation.

An increasingly wide range of industries is threatened, from motor cars to medicines, toys to food. They are threatened by the belief that bureaucrats and "experts" know best about the information that consumers need. The business community must be alert to this danger and must take action to avert it. The regulatory tide must be stopped before it becomes unstoppable and weakens competition and free markets.

Kenneth Miles,
Director,
Incorporated Society of
British Advertisers,
44 Herford Street, W1

Food prices and inflation

From Sir Simon Gourlay.

Sir, The headline to Andrew Marshall's article ("Soaring food prices etc," April 12) smacks of sensationalism. It is true that a snapshot comparison with a year ago shows a one point larger increase in the food index than in the general index of retail prices. But as the article points out, if seasonal food is excluded, there is virtually no difference between the two series.

For a proper appreciation of the role of food in general price inflation, the effects of the weather and other short-term influences need to be discounted. What is significant is

that over the 1980s as a whole the retail price index rose by 108 per cent as against a food price increase of 72 per cent. Farm gate prices lagged much farther behind with a rise of only 44 per cent and, if there had been no Green Pound, the increase would still have been only 55 per cent.

A Green Pound devaluation will lead to some increase in some food prices but the impact should not be exaggerated.

Simon Gourlay,
President,
National Farmers' Union,
Agriculture House,
Knightsbridge, SW1

Values statements and the vital ingredient

From Mr A. Campbell, Mr M. Devine, Ms S. Young and Mr D. Young.

Sir, Christopher Lorenz's article ("The virtues of 'values' statements," April 9) raises a central issue for many corporate managers. However, it reinforces a common misunderstanding which our research over the last three years has exposed.

Mr Lorenz states: "The formulation of a values statement, together with tangible evidence that managers are putting it into practice, can greatly benefit a company's cohesion and morale, its speed of action and external reputation." This gives much too

high a status to the values statement. Managers who manage based on strong principles and values can gain the benefits described – whether these managers have a values statement or not is largely irrelevant. Neither Marks and Spencer nor The Body Shop has values statements, yet both have strong values and both achieve most of the benefits.

Mr Lorenz then compounds the problem by saying: "The best-known example of the way a values statement can energise a company is that of Johnson & Johnson." It was not the values statement that energised J&J's handling of the Tylenol scare, it was the fact

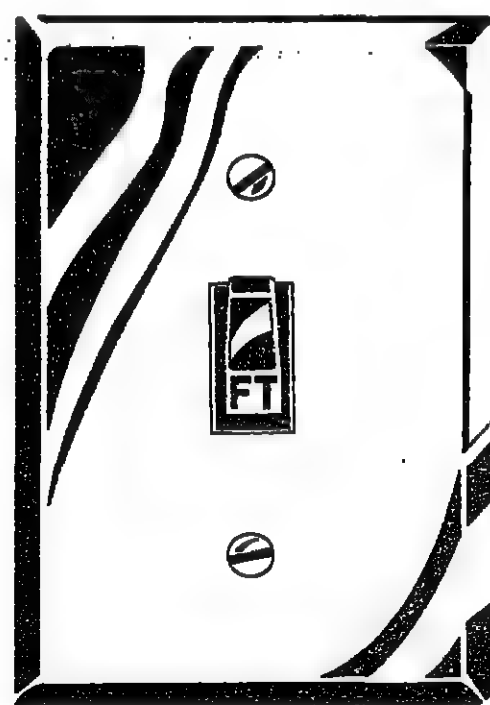
that management, even at low levels, shared the values. This shared belief about the difference between right and wrong helped these managers respond quickly and correctly. We predict that these shared values would be just as strong if J&J's "Our Creed" did not exist.

So what is the role of a values statement? It is like writing down your new year resolutions. If you are resolved and determined to live up to your resolutions, the list you write down is a helpful personal reminder. If you are not resolved, or if the resolutions are too ambitious, writing them down is no help. The vital ingredient is the degree of

resolve rather than the statement. Leaders should therefore focus on how to help their people become "resolved." A values statement is only a minor part of this process.

A values statement can also aid communication with individuals or groups who do not know the organisation well – but only if it describes fact rather than fiction. When a values statement is more hype than heartfelt it encourages cynicism and attracts ridicule.

Andrew Campbell, Marion Devine, Sally Young,
David Young,
Ashridge Strategic Management Centre,
17 Portland Place, W1



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EUROPE'S BUSINESS NEWSPAPER

CRISIS IN LITHUANIA

US may cancel talks with Moscow

By Lionel Barber in Washington

PRESIDENT George Bush is reviewing a series of measures, including a possible freeze on US-Soviet trade on a bilateral basis, in response to the crisis in Lithuania.

The Lithuanian Government said yesterday it had information that Soviet oil supplies to a refinery would be cut this morning. This would affect not only domestic supplies but also export contracts.

Earlier, Moscow signalled its intention of pressing ahead with economic sanctions by threatening sharp cuts in natural gas supplies to Lithuania. Mr Aleksandras Abisla, speaker of the Lithuanian parliament, read deputies a telegram from the regional gas headquarters in neighbouring Belarus, warning that supplies would be "sharply reduced from April 17 of the current year."

However, an official of the gas company said the telegram was meant to serve as a warning and that the 18m cubic metres of gas used daily by the republic would continue to flow for the present.

US and Soviet negotiators are due to resume talks on economic issues in the next three weeks, but they could be cancelled or postponed if the crisis in Lithuania escalates.

Mr Bush referred indirectly to a menu of retaliatory measures yesterday when he warned Moscow that the US would make "appropriate responses" if the Soviet Union imposed its threatened embargo on Lithuania.

He told reporters in the Oval Office, where he was meeting with President Rafael Callejas of Honduras: "Obviously we are watching the situation very, very closely. We're reduced from April 17 of the current year."

Mr Bush's decision to go public on possible US responses to the Lithuanian crisis reflects rising concern in Washington. However, the administration is still playing a waiting game in view of the uncertainty about Moscow's intentions.

The apparent ambiguities in the Soviet leadership over the fate of the rebellious republic emerged yesterday after four hours of talks in Moscow between Mr Eduard Shevardnadze, the Soviet Foreign Minister and Mr Gianni De Michelis, his Italian counterpart.

Mr Shevardnadze appeared to acknowledge Lithuania's quest for independence by comparing it with eastern Europe. His remarks, reported by Mr De Michelis, supported statements made to Soviet journalists earlier this week when Mr Shevardnadze said the ultimatum from Mr Mik-

hail Gorbachev, the Soviet leader and Mr Nikolai Ryzhkov, the Prime Minister, to the republic last week was "put forward in a hurry."

The US-Soviet trade talks stem from proposals from Mr Bush at the Malta summit which were aimed at producing closer economic and trade ties between the Soviet Union and the West in time for signing at the US-Soviet summit starting on May 30.

The proposals include an expanded civil aviation agreement, support for Moscow's observer status at Gatt, and granting most-favoured-nation status to the Soviet Union to accompany completion of a bilateral trade pact.

The escalation of the Lithuania crisis has prompted Congressional criticism of Moscow's stance.

Other reports, Page 2; Fall of the rouble, Page 21

Shell buys oil tankers from Onassis estate

By Steven Butler in London

SHELL, the Anglo-Dutch oil group, yesterday purchased four very large crude carriers from the estate of the late Christina Onassis, after a decade in which oil companies had consistently made disposals in the shipping market.

The deal was said by shipping brokers to be worth well over \$100m, although Shell would not comment on the price.

The deal was seen as particularly interesting because these were vintage vessels, built between 1972 and 1977, ranging between 255,000 deadweight tonnes and 273,000 dwt.

Many vessels of this age and type were being scrapped until recently. There are also fears about safety and integrity of older vessels at a time when environmental standards are growing tighter.

Shell stressed yesterday that the technical standard and integrity of vessels was determined not by age but by the standards to which it was built and by its maintenance record.

The purchase reflects Shell's view, which is shared by many analysts, that the world's oil tanker capacity could be put under strain in the 1990s, as oil for the industrialised countries is supplied increasingly by long-haul tankers from the Middle East.

Tanker rates and prices were in the doldrums in the early 1980s as world oil consumption declined and many large oil companies disposed of loss-making ships.

Tanker scrapping reached a peak in 1986 and has declined sharply since then.

At the same time prices for second-hand tankers have risen steadily over the past five years from a level barely above scrap value.

During the years of depression in the international shipping and shipbuilding industry, worldwide manufacturing capacity was cut back sharply. Super-tankers basically cannot be built in Europe any longer, while Korean and Japanese yards are booked solidly.

A new ship costs between \$80m and \$100m to build. The world's order book for tankers doubled between 1987 and 1989, while delivery time has also doubled to three years. Older vessels which would have been scrapped until recently are now being refurbished to extend their useful life.

Pulling the plug on Atlantic

There are some historic precedents in the UK - but very few - for British & Commonwealth's drastic attempt to wash its hands of Atlantic Computers. Not only was it disturbing as a matter of business ethics to see B&C issue a 15-paragraph statement disowning a subsidiary of this size without a word for Atlantic's customers or employees. It is also hard to be reassured by B&C's protestations that with Atlantic gone, all its other problems are manageable. B&C has the full backing of the nine UK, US and Hong Kong banks accounting for the bulk of its lines of credit. But judging from B&C's 1988 balance sheet, at least half of its £1bn debt pile is made up of unsecured loan stock, whose holders may well be less keen to shore up the facade.

Without 1989 results, one can only stab at the price B&C's shares could fetch when they eventually rejoin the market. The ultra-bearish, who say zero, are overdoing it. By writing off \$550m on Atlantic, B&C must have created tax losses worth something to somebody. Its sizeable damages claim against Quadrex could be valuable. As for the rest of B&C's businesses, such as Exco in money-broking, Oppenheimer in fund management and Hamptons in estate agency, operating profits in 1988 came to about £10m. If they did only £100m last year, B&C should still be able to service its debt and the show might stay on the road.

But there are two obvious possible pitfalls. One is that none of B&C's businesses, even Exco, is a totally reliable cash generator. The trouble is that by declining to bid outright, Sir Ron is toothless. If shareholders pass the Cosworth deal, a Rolls-Royce demerger would be immediately harder. If they do not, they would in effect be inviting the management to resign. Tempting though the Rolls-Royce prize undoubtedly is, it seems to be receding by the day.

Sir Ron's whole approach seems based on Goldsmith's attack on BAT, or rather on BAT's response. Vickers is both to demerge businesses and sell them, while using its cash both to buy back shares and to step up the dividend payout. The trouble is that by declining to bid outright, Sir Ron is toothless. If shareholders pass the Cosworth deal, a Rolls-Royce demerger would be immediately harder. If they do not, they would in effect be inviting the management to resign. Tempting though the Rolls-Royce prize undoubtedly is, it seems to be receding by the day.

Now that Vickers' shareholders have the formal arguments for and against the demerger of Rolls-Royce 'Motor', there seems little doubt which way the meeting should go tomorrow week. The central risk is that an independent Rolls-Royce might get into trouble as Jaguar did. The Brierley camp points out that Rolls-Royce has said it can fund its next decade of investment internally; but, as Rolls-Royce also says, public companies must pay dividends.

Vickers

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Currencies

Any suggestion that the recent Group of Seven meeting had restored order in the foreign-exchange markets was quickly dismissed by another outbreak of yen-bashing yesterday. The dollar just failed to close above the 160 yen level in European trading; and if today's US trade figures for February are anywhere near as good as some of the predictions, the yen is likely to take another tumble.

In the near term, the biggest casualty will continue to be the

Japanese equity market. However, the longer the turmoil in the currency markets persists, the more likely that the blunt weapon of interest rates will have to be used again. One of the lessons of the recent sharp setback in Japan's financial markets is that its reliance on non-monetary ways of influencing the markets, such as moral suasion, no longer seems as effective as before. If this means that Japanese and perhaps global interest rates have to head yet higher before they can start to decline, the surprisingly robust performance of other equity markets in the last few months may have been overdone. Equities have largely ignored this year's weakness in the bond markets, but there is a limit as to how long the two markets can diverge.

The growing deregulation of Japan's financial system may partly explain why its latest money supply figures continue to look so worrying. Nevertheless, the sharp drop in the yen over the last year has added to inflationary pressures, and the recent dip in the oil price is not going to disguise this. The news on the US inflation front is equally disconcerting. The annual rate is increasing at a time when it should be decreasing. The bond markets are once again nervous; and it would only take another nasty surprise, such as a rise in West German interest rates or a sharp drop in the dollar, to upset the present complacency in the equity markets.

Radio shares

The savage stock market reaction to yesterday's profits warning from Yorkshire Radio, which affected most of its rivals to a lesser degree, is understandable if misplaced. Industry-wide figures are not yet available, but if the 17 per cent drop in Yorkshire's first quarter 1990 advertising revenues is anywhere near typical, it does not bode particularly well for the rest of the industry in the short term. High fixed costs, rising spending and falling revenues do not make a happy backdrop for an infant industry facing its first real recession. The plus points are that most of the companies are cash rich, and that slashing radio advertising spending may quickly prove to be a false economy. When the industry was selling on multiples of 20 times plus of earnings, it was too expensive. However, it still does not deserve to sell at a discount to the market.

Evidence supports Iraq gun claims

By Victor Mallet, David White and Emma Tucker in London

NEW evidence emerged yesterday to support claims by UK Customs and Excise officials that British companies have manufactured parts of a gigantic gun for Iraq.

Walter Somers, the West Midlands forger subsidiary of the Eagle Trust mini-conglomerate, received an order this month for what might be an aiming device for such a gun, Eagle Trust said yesterday.

The British and Belgian Governments, meanwhile, have evidence that PRB, a Belgian defence company now owned by Astra of the UK, was contracted by Iraq to help produce a booster-assisted shell for such a gun.

Contracts for both the suspected gun components and the projectile it would fire were co-ordinated by companies associated with Dr Gerald Bull, the Canadian ballistics expert murdered in Brussels last month.

Mr Douglas Tweddle, Chief Investigation Officer with Customs and Excise, said yesterday he was convinced that the seized equipment made by Forgemasters Engineering was covered by the Munitions list of the Export of Goods Control Order 1989 and could be used as the barrel of a large field gun.

The opposition Labour Party yesterday called on the Government to explain the affair. Mr Gordon Brown, opposition spokesman on trade and industry affairs, challenged the Government to end a week of "inexcusable silence and evasion."

Completed orders worth £1.9m (\$3.1m) already sent to Iraq by Walter Somers, according to Mr David James, Chairman of Eagle Trust, include: ● \$25,000 of hydraulic equipment which may be a recoil

system for a gun. ● Items which could be used for polishing the inside of a gun barrel. ● 350mm-bore pipes.

All orders had been described as being for a petrochemical plant.

Walter Somers became suspicious about its business with Iraq following the murder in Brussels last month of Dr Bull.

Space Research Corporation and ATL companies connected with Dr Bull, provided technical data and drawings for the various orders, Eagle Trust said.

The possible aiming device has not been supplied to Iraq by Walter Somers. "It is a steel frame which allows for a very substantial pipe-like device to be swung through a 60-degree angle," Mr James said.

"None of us have ever heard of an oil pipe which requires a lateral movement of 60 degrees."

Eagle Trust told the authorities of its suspicions and last week customs officials seized documents from Walter Somers and Forgemasters Engineering.

They also impounded eight pipes made by Forgemasters as the components of a suspected gun barrel. Forgemasters has consistently maintained that the pipes are for a petrochemical project.

Astra refused to comment on the PRB contract yesterday. But Astra's information is thought to have played an important part in convincing British officials that an Iraqi gun project was under way.

Suspicious were alerted when Astra, shortly after taking over PRB last September, discovered a contract for advanced propellants, ostensibly destined for Jordan, Iraq's



Dr Gerald Bull, murdered in Brussels last month, whose companies co-ordinated the gun contracts

neighbour and ally. The contract was found to be for Iraq. "The contract was signed in early 1988, about the same time as the deals concluded with Walter Somers and Forgemasters. Technical specifications for the PRB propellant were supplied by ATL in Athens.

PRB was owned at the time of the contract by Gechem, a subsidiary of Société Générale de Belgique.

The Belgian munitions company was a former partner with Dr Bull in an artillery venture and was in contact with him shortly before his murder on March 22 this year. Gechem has maintained that

PRB cut off all connections with Dr Bull after the latter was convicted in the US in 1986 of breaking the arms embargo on South Africa. Astra had been planning to issue a statement to this effect yesterday.

However, Astra said it had discovered that PRB had continued to hold desultory talks with Dr Bull since the takeover. Its information was that these contacts were "innocent and mundane."

They were of the kind to be expected between a top world expert on long-range artillery and a leading munitions manufacturer, it said. Background, Page 8

US will not rejoin Unesco

By Lionel Barber in Washington

THE US will not rejoin the United Nations Educational, Scientific and Cultural Organisation (Unesco) because it wastes money, continues to be poorly managed and is equivocal about press freedom, according to a State Department report released yesterday.

The report concludes that Unesco has made little progress in correcting the management weaknesses and in disciplining and anti-Israeli bias which caused the US to withdraw from the UN organisation in 1984.

"Bluntly stated, Unesco needs the US as a member far more than the US needs Unesco," said the report, issued by Mr James Baker, Secretary of State.

The US would have to pay \$50m a year in membership dues if it rejoined the Paris-based group, which has an annual budget of \$100m. The report says US influence is

sometimes greater as an outsider.

The US has long been hostile to Unesco, particularly during the 13-year stewardship of Mr Amman M'Bow, of Senegal, which came to an end in 1987.

Mr M'Bow backed a "New World Information Order" widely criticised for being hostile to western news and broadcast organisations, and was accused of turning Unesco into a forum for partisan debates between the Third World and the west.

There were hopes that when Mr Federico Mayor Zaragoza of Spain took over as Director-General, US opposition would abate.

But the lack of fiscal discipline and the appointment of a special Unesco co-ordinator for co-operation with Palestine appears to have irked the US which is trying to pursue a peace initiative in the Middle East.

Britain withdrew from Unesco in 1985, citing anti-western bias and mismanagement. Together, the US and Britain took away about 30 per cent of Unesco's budget.

● In Paris, Mr Federico Mayor Zaragoza said the absence of the US would slow down the pace of reform and that the decision didn't take into account changes already in place. Reuter reports from Paris.

"The report failed to take full account of the changes in programme which have already taken place at Unesco," the statement said.

The Director-General has faced a series of staff strikes since he was announced a controversial \$6m overhaul of the organisation in February, involving the creation of 40 senior posts.

According to an auditors' report, senior officials were often overpaid and given illegal perks.

BT says domestic calls are subsidised by £1bn a year

By Hugo Dixon in London

HIGH PRICES for international and long-distance telephone calls in the UK are subsidising local calls to the tune of well over £1bn (\$1.63bn) a year, according to British Telecom.

In a letter to the Financial Times published today, Mr Iain Vallance, BT's chairman, calls the cross-subsidy, which is imposed by the Government for social reasons, a "massive distortion" which makes a mockery of competition and which should be eliminated.

He says business users are paying more than necessary to subsidise residential customers.

Mr Vallance's letter portrays BT as a victim of the international phone cartel, of which it is a member, rather than an active supporter of its practices.

BT's figure of well over £1bn relates only to the UK. An FT investigation pub-

BT says domestic calls are subsidised by £1bn a year

lished earlier this month showed that customers across the world were being overcharged by more than \$10bn a year for international calls.

The UK's Office of Telecommunications, the Bureau of Communications and the US Federal Communications Commission are all investigating why international prices are so high.

In its 1988-89 financial year, BT reported operating profits of \$263m on turnover of \$2.05bn from international services.

Mr Vallance says: "The only sure way of encouraging fair competition in telecommunications, whether international or domestic, is directly to attack the cross-subsidies between business users and the bulk of residential users."

"Cross subsidy and fair competition are simply incompatible." Letters, Page 21

Figures fuel market fears

Continued from Page 1

In London, sterling opened sharply lower on its traders' digested the full implications of the news that UK inflation was rising and set to peak this summer.

"All of the bond markets weakened - but the really bad news was reserved for the Anglo-Saxon ones," said Mr Peter Spencer, economist at Shearson Lehman Hutton.

City economists said the prospects of a wage-price spiral stemming from the current wage-bargaining round, and of heavy Conservative losses in the May local council elections

had added to anxieties about a weak pound and rising inflation in the UK.

"Inflation could breach 10 per cent by the summer and the Treasury forecasts out of the water," said Mr Neil Mackinnon, of Yamaichi International.

In the expectation of continuing high inflation, gilt yields rose while gilt futures sustained losses of around half a point. The FTSE 100 share index closed down 7.6 at 2,214.5.

Sterling closed down at 86.7, after finishing at 87.0 on Thursday.

Mongolia throws light on death of Lin Biao

Continued from Page 1

on board, but the point of the ill-fated flight was not obvious.

"After the investigation, the details of the flight were still not clear. Some people said that the aircraft was shot down by the Mongolian army," those reports are not true," the general said.

Lin's grand but clumsy conspiracy and his supposed ties to Moscow, which he had repeatedly criticised before his demise, have always had the ring of the ridiculous, particularly as the marshal was recognised as a brilliant military strategist.

WORLDWIDE WEATHER

| | Yday | Today | Yday | Today | Yday | Today | Yday | Today |
|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| | month | day | month | day | month | day | month | day |
| Alaska | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Algeria | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Argentina | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Australia | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Bahamas | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Baltic | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Barbados | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Belize | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Bermuda | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Bhutan | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Bolivia | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Brazil | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Bulgaria | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Cameroon | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Canada | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Cape Verde | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Chad | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| China | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Colombia | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Congo | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Costa Rica | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Cuba | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Cyprus | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Czech Rep. | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Dominican Rep. | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| DRC | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Ecuador | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Egypt | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| El Salvador | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Equatorial Guinea | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Eritrea | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Estonia | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Fiji | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Finland | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| France | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Gabon | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Gambia | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Germany | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Ghana | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Greece | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Guatemala | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Haiti | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Honduras | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Hungary | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Iceland | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| India | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Indonesia | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
| Iran | S | 17 | 13 | 14 | S | 17 | 13 | 14 |
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FINANCIAL TIMES COMPANIES & MARKETS

Wednesday April 18 1990

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INSIDE

The rewards of boxing clever

It has been a busy year for Robert Montague (left) chairman of Tipnook - one in which his group became the world's third largest container rental company. Much of the 12 months was spent battling for a part of James Sherwood's Sea Containers empire, in a joint takeover bid with Stena, the Swedish shipping group. But with victory came a doubling of Tipnook's fleet of containers - the basic boxes which are used to ferry all manner of cargo around the globe. Page 29

Bond sells Chilean interest

Alan Bond, the embattled Australian entrepreneur, has sold his 43.72 per cent stake in Compania de Telefonos de Chile for US\$388m. It has been bought by Telefonos, and is the Spanish telecommunications monopoly's biggest ever foreign investment. Page 24

Power to the people

When Denmark's two largest pharmaceutical manufacturers, Novo and Nordisk, merged last year, it would have been easy to shed staff and achieve a three-digit profit improvement. "Speculators would have loved it, but within five years Novo Nordisk would have been dead," says Made Olesen, co-president. So, instead, employees were redeployed in the research and development and marketing operations - a strategy that is already showing signs of success, reports Hilary Barnes. Page 24

All eyes on the beet route

UK sugarbeet farmers have had more to worry about than when to plant their crop this spring. British Sugar, the monopoly processor of all sugarbeet grown in Britain is a subsidiary of Belford International, the troubled commodities group which last month put itself up for sale. Many growers have become disillusioned with Belford and will not be sorry to see a change of owner at British Sugar, writes David Richardson in his Farmer's Viewpoint column. There is, however, a feeling of unease about what will happen next. Page 38

Del Monte sells European tinned fruit business

By Clay Harris in London

DEL MONTE, the US processed fruit and vegetable group which bought out RJB Nabisco in January, yesterday sold its European juice and tinned fruit business for \$375m to investors led by affiliates of Britain's Charterhouse Bank. The deal continues the global shake-up in the ownership of food groups in the wake of Kohlberg Kravis Roberts' record \$25bn leveraged takeover of RJR at the beginning of 1989. It also means "the man from Del Monte" will have four different corporate faces around the world: US, Japanese, British from Turkish Cypriot origins, and UK-based "European". Polly Peck International, the trading group headed by Mr Asil Nadir, separately bought Del Monte's worldwide fresh pineapple and banana business from RJR for \$375m last year. Del Monte Foods International, the company which changed hands yesterday, is the market leader in tinned fruit in Europe and ranks first or second in juice in every country. It achieved operating income of \$45m on turnover of \$551m in the year to November 1989. The UK and Italy - where it also supplies tomato-based products, cakes and pizza mixes and desserts - together account for 80 per cent of group sales. Mr Leon Allen, president and chief executive officer of the European business since May 1988, said his operation was "separate and separable" from the rest of Del Monte. The company planned to increase penetration of markets in which it was relatively weak, especially France and Spain, and to extend the range of products carrying the Del Monte name, he said. Charterhouse subsidiaries or affiliates arranged all aspects of the European buy-out. Three Charterhouse-run funds are underwriting the \$375m equity element of the transaction and intend to retain a significant stake. Del Monte International management and employees will own an "important part" of the equity and the former US parent company plans to subscribe for a 5 to 10 per cent holding. The financing includes \$30m of mezzanine capital, provided by Prudential Insurance of the US, and \$212.6m of senior debt, which includes acquisition costs and working capital. Merrill Lynch, the US securities house which led the original \$1.45bn buy-out of Del Monte, has now reduced its equity stake from more than half to between 30 and 35 per cent. It advised Del Monte on the latest transaction.

Citicorp profits down 56% in first quarter

By Martin Dickson in New York

CITICORP, the biggest banking group in the US, yesterday announced a 56 per cent drop in first-quarter net income, due mainly to mounting pressures on its corporate and investment banking business and higher write-downs and provisions for the troubled domestic real estate market. The figures underline the increasingly tough climate for US banks, as investment banking revenues slow, federal regulators take a tougher line on accounting for problem property loans, and some highly-leveraged deals carried out in the 1980s go sour. Citicorp's net income totalled \$231m, or 60 cents a share, compared to \$529m, or \$1.52, in the first quarter of last year, when the figures were helped by a \$77m post-tax gain from a property sale and \$68m of revenue from Brazil. Despite the profits dip, the board raised the quarterly dividend by 9.5 per cent to \$0.445 to reflect the "outlook for Citicorp's continuing long-term revenue and earnings momentum" and the company's stock was unchanged on the day, at \$29 1/4, in lunchtime trading on the New York Stock Exchange. Citicorp's consumer banking business did relatively well, boosting net income 26 per cent to \$270m, from \$214m a year ago and \$202m in the fourth quarter. However, corporate and investment banking in North America, Europe and Japan suffered from a flattening of revenues, which fell 1 per cent to \$98m. After a \$225m provision for possible credit losses, compared to \$45m, net income on the corporate side was \$40m, against \$171m.

A grandmaster's defence

John Burton on the Wallenbergs' efforts to protect their industrial empire

Mr Peter Wallenberg, a grandmaster commanding the chess board of Swedish industry, moves his corporate chessmen with a purpose. His aim is to ensure that the financial dynasty he heads retains its dominant domestic position against all challengers - from inside Sweden or, perhaps in future, from outside. His latest manoeuvre came in early April when Wallenberg-controlled Asea, the electrical engineering concern, took over the development holding company Incentive, which the family founded in 1963. The short-term aim of the deal was to buy out Incentive's largest shareholder, the property developer Mr Fredrik Lundberg, one of several Swedish investors who has conducted profitable "greenmail" raids on Wallenberg companies during the 1980s. But like any good chess player, Mr Wallenberg was thinking several moves ahead, anticipating the day when foreigners will have unlimited access to the Swedish corporate world, once ownership barriers have been dropped. The merger of Incentive into Asea is part of a strategy of consolidating the Wallenberg holdings into their most important companies. Probably no other family in the Western world wields as much economic power within its own country as the Wallenberg family does in Sweden, controlling companies that account for one-third of the market value of the Stockholm house. The dozen corporations affiliated with the Wallenberg sphere are like a blue-chip guide to Swedish industry: Alfa-Laval, Asea, Astra, Atlas-Copco, Electrolux, Ericsson, Esab, Incentive, Saab-Scania, Scandinavian Airlines Systems, SKF, and Stora. Smaller shareholdings range from Skandia, Sweden's largest private insurance company, to the commercially-run Stockholm Options Market.



Peter Wallenberg: consolidating the family holdings

| Wallenbergs' voting & equity stakes in affiliated companies | | |
|---|------------------|-------------------|
| Percentage stake in company's shares | % share of votes | % share of equity |
| Electrolux | 95 | 14 |
| Esab | 46 | 47 |
| Ericsson | 42 | 4 |
| SKF | 40 | 20 |
| Saab-Scania | 39 | 34 |
| Stora | 34 | 29 |
| Alfa-Laval | 33 | 16 |
| Atlas-Copco | 31 | 27 |
| Asea | 28 | 23 |
| Incentive* | 25 | 23 |
| Skandia | 17 | 17 |
| Astra | 15 | 14 |
| Skandinaviska Enskilda Banken | 10 | 10 |

*Prior to its acquisition by Asea. *Asea is an investment company which holds half of ABA, which owns 75% of Scandinavian Airlines Systems. The other half of ABA is controlled by the Swedish state.

majority stake. Control is strengthened by the appointment of executives by the family. Although the Wallenbergs no longer enjoy the hegemony they once had over Swedish industry, Mr Wallenberg has spent the 1980s reorganising the industrial empire into a more cohesive group. He has confounded earlier predictions that the federation of Wallenberg companies was on the verge of disintegrating in the face of corporate raiders. The Wallenbergs have managed to contain such threats so far because the enormous rise in stock values on the Stockholm Stock Market during the 1980s made it expensive for an outsider to acquire large blocks of shares. The market, however, appears to be headed for a weaker period. Consolidations have also occurred to create bigger companies that would not only be harder to take over, but would benefit from economies of scale and vertical integration. The mergers, too, provide the family with income to bolster financial reserves. But it is Sweden's decision to harmonise its laws with the EC that could loosen the family's grip on its companies by opening them up to stable foreign investment. The Swedish system of differentiated stock, with some shares having 10 to a thousand times the voting strength of other shares, has allowed the Wallenbergs to keep companies within their sphere of influence, even when holding only a minority of the equity. But the Swedish rules could change, such as introducing "one share, one vote" reforms, depending on what the EC finally decides in its attempt to harmonise stock ownership laws. Sweden may also have to abolish laws limiting foreign ownership in most companies to 20 per cent of the votes and 40 per cent of the equity. Some analysts believe the Wallenbergs would have to give up control of some of their companies if these changes occurred, since raising the family's stake in all of them would sap its financial resources. The Wallenbergs' total stock portfolio is now valued at SKr45bn (\$4.39bn), about a fifth of the combined market value of the Wallenberg companies. The family would have to spend at least SKr50bn to retain control over its concerns, by raising its average voting stake to 40 per cent from the current level of 20 to 25 per cent. But Mr Wallenberg already appears to have decided on a compromise solution by merging the group's companies with foreign concerns on a 50/50 basis to create pan-European giants. The first example of this was the merger of Asea and Brown Boveri of Switzerland in 1988, creating Asea Brown Boveri, the world's largest electrical engineering company. Asea is now planning to split into two halves, a holding company for Asea's half of ABB and a group to manage the rest of Asea's operations, which are mainly based in Sweden. This will also aid the Wallenbergs in holding on to Asea and other parts of their industrial empire. It will be less expensive for the family to gain a bigger stake in the smaller Asea group, which will be independent of ABB, than for it to strengthen its control of the present Asea. Asea is a particularly important component of the Wallenberg sphere since it owns 49 per cent of votes in Electrolux, supporting the family's direct stake of 46 per cent in the concern, and holds 48 per cent of Esab, the welding equipment company. Mr Wallenberg is also splitting up other companies. General Motors last December acquired half of the Saab car division in a bid to save the loss-making division, which was bleeding away profits from the rest of Saab-Scania. The new joint venture is now a separate company, Saab Automobile. The search for foreign partners is an acknowledgement that Sweden's multinationals will have a hard time continuing to survive alone in the 1990s in the face of the EC single market. The fact that most of the Wallenberg companies are capital-intensive with high research and development costs would indicate that many of them are destined for international alliances. The 1990s will probably see the Wallenberg sphere of influence, split in two. Parts of the Wallenberg companies will forge equal partnerships with foreign concerns leaving the family with a group of smaller concerns that will be easier and less costly to protect. It amounts to a new variation of the "divide and conquer" strategy, with the Wallenbergs retaining a jealously-guarded financial power base in Sweden, while participating in the globalisation of Swedish industry.

Rover interests valued at £520m

By John Griffiths in London

HONDA and Rover Group yesterday announced they had finalised terms for a cross-shareholding, valuing the Rover Group's manufacturing and sales operations at £520m (\$833m). The agreement, coming three months later than expected, again focuses attention on whether British Aerospace Rover Group's parent, said too little for the vehicle group which it bought from the UK Government for £150m in August 1988. The deal, which also involves the Japanese car maker handing over £30m in cash to BAe, comes only days before the EC Commission is expected to rule on whether BAe should repay at least £38m which it received from the Government to help with the Rover purchase. "The EC Commission's ruling will be followed by reports from two UK Parliamentary select committees which are expected to be highly critical of the sale. The UK's National Audit Office has already concluded that Rover was "substantially undervalued". The cross-shareholding deal was signed in New York at the weekend between Rover Group's chairman Sir Graham Day and Honda president Mr Tadashi Kume. It has been structured so that Honda will receive no benefit from assets which formed part of the Government's sale of Rover to BAe but which are not directly involved with vehicle making. These comprise mainly property and Rover's minority shareholdings in, notably, truck-maker DAF and the parts and accessories group, Unipart. The agreement, to be fully implemented later this week, provides for Honda to take a 20 per cent shareholding in Rover Group Limited, a company set up unannounced in December as an operating subsidiary to Rover Group Holdings. The net assets of the new subsidiary were £11.8m in January, according to Rover. The subsidiary embraces only the design, manufacturing and marketing activities of Rover, including Land Rover. In return, Rover Group Holdings will acquire 20 per cent of Honda of the UK Manufacturing (HUM), Honda's Swindon-based UK manufacturing arm. Honda is already making engines at the 380-acre Swindon site and is to start production of a new car range, with both Honda and Rover versions. When the deal is complete, Honda will own 104m ordinary £1 shares in Rover Group and Rover will own 74m £1 shares in HUM. However, while HUM is currently capitalised at £20m, the agreement provides for HUM's share capital to be increased progressively to £370m as the facility comes fully on stream. Rover will be allotted 20 per cent of each new share issue. Each company will have one non-executive director on the other company's board. Mr Shiro Irimajiri, Honda senior managing director, will fulfil the role on Rover's Board and Mr John Towers, Rover's product development director, will sit on HUM's Board.

Strong recovery at La Générale

By Tim Dickson in Brussels

SOCIETE GENERALE de Belgique, the holding company which sits atop a prestige collection of Belgian industrial and commercial assets, announced yesterday that its net profits last year totalled BF20.1bn (\$70m), compared with a BF13.7bn loss in 1988. La Générale said that "in spite of the less favourable global environment and because of restructuring currently taking place inside the group," its objective in 1989 is a profits performance "at least equal" to that of 1988. Yesterday's results - above the company's own forecasts at the halfway stage, though roughly in line with market expectations - will be noted with keen interest by Mr Carlo De Benedetti, the Italian industrialist whose bold but unsuccessful bid for La Générale captured the attention of European financial circles for much of 1988. Mr De Benedetti is known to be anxious to sell his remaining 15 per cent stake in the company but he has to suffer a financial loss even if he found a buyer at last night's closing price of BF3.395 (up BF1.35 on the day). Negotiations earlier in the year with Japanese investors are rumoured to have fallen through. The net profit figure was made up of current net profits of BF16.76bn and extraordinary profits arising from capital gains of BF3.36bn. This compared with extraordinary losses of more than BF10bn in 1988. The profit per share was given as BF1.39 (against a loss of

These securities having been sold, this announcement appears as a matter of record.

New Issue

March 21, 1990

2,300,000 Shares

Viking Office Products, Inc.

Common Stock

Dillon, Read & Co. Inc.

William Blair & Company

Bear, Stearns & Co. Inc.

The First Boston Corporation

Alex. Brown & Sons

Donaldson, Lufkin & Jenrette

Goldman, Sachs & Co.

Hambrecht & Quist

Kidder, Peabody & Co.

Lazard Frères & Co.

Merrill Lynch Capital Markets

Montgomery Securities

Morgan Stanley & Co.

Prudential-Bache Capital Funding

Sakom Brothers Inc

Shearson Lehman Hutton Inc.

Smith Barney, Harris Upham & Co.

Wertheim Schroder & Co.

Dean Witter Reynolds Inc.

| Market Statistics | | | |
|----------------------|-------|-------------------------|-------|
| Base lending rates | 44 | London traded options | 29 |
| Benchmark Govt bonds | 27 | London traded, options | 29 |
| FT-A indices | 26 | Money markets | 44 |
| FT int bond service | 27 | New int. bond issues | 29 |
| Financial futures | 44 | World commodity prices | 29 |
| Foreign exchange | 44 | World stock mkt indices | 29 |
| London recent issues | 29 | UK dividends announced | 44 |
| London share service | 29-30 | UK trusts | 44-45 |

| Companies in this section | | | |
|---------------------------|----|----------------------|----|
| Alcoa | 26 | Nova Corp | 26 |
| Alcoa of Australia | 26 | Novo Nordisk | 24 |
| American Home Prod | 26 | PaineWebber | 24 |
| Anglovaal | 26 | Peters (Michael) | 24 |
| BSM | 24 | Pioneer | 24 |
| BTR | 24 | Pirelli Tyre Holding | 24 |
| Campesau Corp | 24 | Rand Mines | 24 |
| Citicorp | 24 | Renault | 24 |
| Control Data | 24 | Roadwell | 24 |
| Cresita Holdings | 24 | Rugby | 24 |
| Daily Mail & Gen Tel | 24 | Samsung Electronics | 24 |
| Den norske Bank | 24 | See Containers | 24 |
| EIS | 24 | Solvay | 24 |
| ESG Pacific | 24 | Sierra | 24 |
| Finlan | 24 | Telefonica | 24 |
| GTE | 24 | Thompson Clive | 24 |
| General Electric | 24 | Thompson-CSF | 24 |
| Havco Europe | 24 | Tipnook | 24 |
| Hobson Publishing | 24 | Trietris | 24 |
| How | 24 | UAL Merchant Bank | 24 |
| IEP Securities | 24 | United Telephones | 24 |
| Intertech | 24 | Vickers | 24 |
| JCI | 24 | Volvo | 24 |
| Maple Leaf Gardens | 24 | Warner-Lambert | 24 |
| Midland Bank | 24 | Wassermann Perella | 24 |
| Norton Company | 24 | Yale & Volor | 24 |
| | 24 | Yorkshire Radio | 24 |

| Chief price changes yesterday | | | |
|--------------------------------|---------|---------|--|
| FRANKFURT (DM) | | | |
| Riese | 1890 | + 60 | |
| Holmann (P) | 538 | + 9 | |
| Pella | 538 | + 9 | |
| Feldmühle | 538 | + 9 | |
| Mannmann | 2450 | + 10 | |
| Rehder | 438 | + 14 | |
| Schwab | 820 | + 5.5 | |
| NORFOLK (Yen) | | | |
| Alcoa | 114 1/2 | + 3/4 | |
| Atlantic Rich | 38 | + 1/2 | |
| MCB | 370 | + 10 | |
| Pella | 538 | + 9 | |
| Gen. Electric | 66 1/2 | + 1/4 | |
| IBM | 65 | + 1/2 | |
| ICI | 32 | + 1/2 | |
| North. Bancorp | 32 | + 1/2 | |
| PARIS (FFr) | | | |
| New York prices as at 12.30pm. | | | |
| LONDON (Pence) | | | |
| Riese | 1890 | + 60 | |
| Cashew Schwab | 239 | + 3 | |
| EC | 370 | + 10 | |
| Hilldown Hogs | 238 | + 8 | |
| Land Group | 248 | + 2 | |
| Pella | 538 | + 9 | |
| Barclays | 568 | + 10 | |
| Black Leisure | 48 | + 11 | |
| Brit. Aerospace | 524 | + 7 | |
| Capital Radio | 135 | + 10 | |
| Clifford Radio | 180 | + 30 | |
| LASMO | 570 | + 8 | |
| Lloyds | 274 | + 8 | |
| Midland | 325 | + 8 | |
| Midlands Radio | 141 | + 4 | |
| Radio City | 359 | + 45 | |
| Radio Clyde | 228 | + 12 | |
| Radio Clyde | 187 1/2 | + 2 1/2 | |
| Ward Group | 255 | + 15 | |
| Yorkshire Radio | 92 | + 50 | |

INTERNATIONAL COMPANIES AND FINANCE

Bond to receive US\$388m from Telefónica deal

By Peter Bruce in Madrid

TELEFONICA, the Spanish telecommunications monopoly, has clinched its purchase of Mr Alan Bond's stake in Compañía de Telefonos de Chile (CTC), revealing that it is paying US\$388m for the embattled Australian entrepreneur's 43.72 per cent stake.

The purchase is Telefonica's biggest foreign investment ever. Mr Enrique Usel, president of Telefonica Internacional, said yesterday the Telefonica subsidiary would finance the purchase by raising about \$70m in capital and borrowing the rest.

A \$200m Bond Corporation loan with the First National Bank of Chicago would be transferred to Telefonica and the rest of the purchase price would be borrowed from European banks, he said.

The purchase, which establishes Telefonica as a multinational PTT, was finalised last week. Telefonica has named a new chief executive at CTC, Chile's biggest domestic operator, which last year turned over nearly \$370m. Mr Usel said the purchase was made through a Dutch subsidiary of Telefonica Internacional.

Telefonica has also strengthened its position in Entel, Chile's main international telephone transmissions operator,

by buying a further 10 per cent, bringing its stake to 20 per cent. Last summer, Telefonica and Banco Santander paid some \$21m each for 10 per cent stakes in Entel, and Telefonica currently votes Santander's shares on the board.

Due to legal difficulties, the further 10 per cent bought for \$23m last week carries no voting rights but Mr Usel said Telefonica was looking for ways to change this and increase its stake in Entel to 40 per cent. Partly that could be done, he said, by buying the Banco Santander stake but other shareholders, particularly Chilean pension funds, would have to be persuaded to sell as well. The 10 per cent bought last week was owned by the military.

Defending investments in operating companies abroad, Mr Usel said the Spanish monopoly was "very seriously studying" the possibility of bidding for a stake in the New Zealand PTT if it is privatised. He said Telefonica had already found a bidding partner but would not say who. Telefonica would also be "clearly interested" in PTT privatisations in Mexico and Puerto Rico and planned to submit a bid on April 27 for part of the Argentine telecoms monopoly.

Backing for Renault deal

By Robert Taylor in Stockholm

VOLVO'S co-operation agreement with the French state-owned motor group Renault looks likely to win the strong approval of the annual shareholders meeting in Gothenburg on April 25, it emerged yesterday.

A survey by the Small Investors Association among 1,000 of Volvo's smaller investors has found 65 per cent of them support the proposed deal, believing it will strengthen the Swedish car company's capacity to grow in new markets.

The majority of voting shares in the Swedish motor group are under the control of Mr Fehr Gyllenhammar, chief

executive, and the Svenska Handelsbanken group, so there was little danger of a defeat. Small Volvo shareholders represent over a third of the votes. In 1979 the association mobilised substantial and successful opposition to Volvo's proposed oil agreement with the Norwegian Government.

There have been misgivings about the Renault deal among larger institutional Volvo shareholders. Confidence that the Renault deal will win approval could be seen in yesterday's Volvo announcement that it plans reorganising sales companies as separate car, truck and bus groups in 1991.

Drug rivals increase firepower by mixing their staff

Hilary Barnes finds Denmark's merged pharmaceutical groups putting great value on their employees

When Denmark's two largest pharmaceutical manufacturers, Novo and Nordisk Gentofte, merged last year, they did not seek to rationalise by cutting staff. Instead they redeployed staff, in both the research and development and marketing operations, to generate more firepower.

"If we had said that all those staff who are not really needed can go, we could have achieved a three-digit improvement in our result," said Mr Henry Bremum, joint chief executive of Novo Nordisk.

"The short-term speculators would have loved it, but within five years we would have been dead," added Mr Mads Ovilsen, co-president.

So far the Bremum-Ovilsen strategy appears to have been a success, both in organisational and financial terms.

However, the real benefits to the bottom line will take a year or two to emerge, the joint presidents emphasise.

Pre-tax earnings in the first year of joint operations were slightly better than forecast and better than the end-1988 budgeted figures of Novo and Nordisk Gentofte separately, said Mr Ovilsen.

The group has also stabilised the Novo Nordisk share of the world insulin market, which they regard as very important; there was an obvious risk that

Novo Nordisk's rivals would benefit from the turbulence caused by the merger.

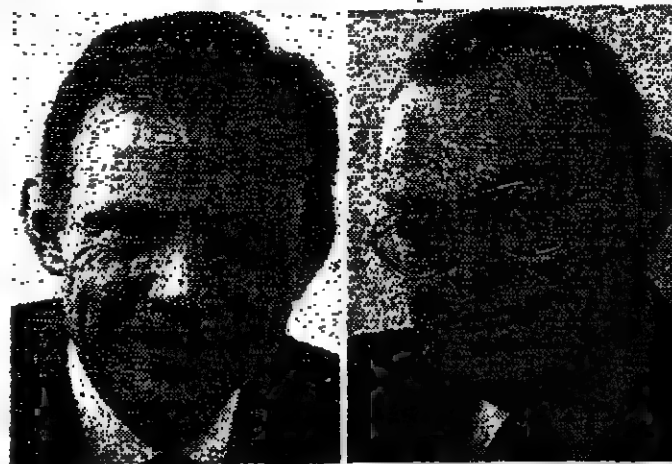
Pre-tax profits of DKK1,040m (\$160m) were 14 per cent of sales of DKK7,350m, which is not up to the best Novo years, however, with the main benefits of the merger yet to come. Mr Ovilsen hopes "I am not promising anything" that the margin will get back to between 16 per cent and 18 per cent before too long "if those damned currency rates behave."

A 6 per cent appreciation of the Danish krone against the currencies in which Novo Nordisk invoices in the first months of this year can have a significant adverse effect on 1990 earnings, the group pointed out in its preliminary statement.

The starting point for the merger was a good one. Everyone could see that it was logical for Denmark's two insulin producers, ranking second and third in the world market, to get together.

"It wasn't a question of people asking 'Why?' but exclaiming 'At last...'" said Mr Ovilsen.

Both firms were financially strong, and as it was a merger and not an acquisition, no money left the group. Nevertheless, getting the two organisations, which until January 12, 1989, were arch-rivals, to



Mads Ovilsen (left) and Henry Bremum: Strategy is a success

work together required a deft touch from Mads and Henry, as the joint presidents are familiarly known around the business.

An important point for winning the backing of the staff, said Mr Ovilsen, was that the initiative for the merger came from the managements and was not pressed on to the groups by the owners or other outsiders.

Mads and Henry had three points on which they were clear at the start.

● The reorganisation of the group must be carried out swiftly and without a loss of momentum ("If we made mistakes we would go back and correct them," said Mr Ovilsen).

● They had a clear idea of how the firm should be organised into bio-industrial and pharmaceutical divisions.

● It was important that the existing organisations accepted responsibility for the merger ("The employees had to feel that this was their show, not Mads' and Henry's," said Mr Ovilsen).

The period between the announcement of the merger on January 12 last year and its formal approval on April 20 by outside arbitration.

The takeover nearly doubles Bull's sales in the US and Canada from 16 per cent to 30 per cent of its total sales and lifts microcomputers from 7 per cent to 26 per cent of the French company's turnover.

This gives it 17 per cent of the world market for lap-top machines and 5.7 per cent of world desk-top personal computer sales.

Both sides had produced very different valuations of Zenith's stock, because of their differing views of the seriousness of the fresh round of price undercutting to have hit the world microcomputer market since the takeover was agreed in outline last October.

shareholders was divided into a three-phase operation. It started with an inventory phase, who was doing what, where and why, when everything was put on the table.

This was followed by decisions on the future overall structure of the group and the definition of its business idea.

All the managers were drawn into this process and a state of new alertness let all employees know what had been decided and what was still being discussed.

At the same time those in line for divisional management appointments "were told to go home for a month and then to come back and tell us what the basic idea of the division was, what were its goals and how it was going to be made to work."

This meant that we made sure that the organisation was theirs," said Mr Ovilsen.

Finally, there was a fine-tuning phase. The merger was approved on Thursday, April 20. On the following Monday a new firm, with a complete new organisation, was ready to open up shop - and did.

"We had a completely new business," said Mr Ovilsen put it. The group was decentralised and decentralised, with the group staff operation being slotted down and responsibilities transferred to the divisional managers.

The group now consists of a

health care group (diabetics care, biopharmaceuticals, pharmaceuticals, medical systems and international operations divisions) and a biomedical group (detergent enzymes, enzyme processing, wine and juice enzymes, biochemicals and international operations divisions).

Research staff in diabetics care who became superfluous to requirements were moved to other research divisions (one of Nordisk-Gentofte's brightest insulin chemists is now heading enzyme research), including the 200-strong discovery group working on CNS (central nervous system) remedies.

While Mr Ovilsen does not admit to any serious mistakes in implementing the merger, he said there was a serious near-mistake.

He and Mr Bremum thought that Novo and Nordisk could compete in the insulin market, as Carlsberg and Tuborg do in beer.

"But we were quickly disabused of this idea by our marketing staff, who said it would be impossible to have marketing staff from the same group criticising each other's products."

The marketing staff were therefore reorganised and merged, and increased by 15 per cent, "and now they can co-operate and not fight each other."

Thomson-CSF profits fall by 11% to FF2.63bn

By William Dawkins

LOWER profits from financial operations and sluggish defence sales were the main cause of an 11 per cent decline reported yesterday by Thomson-CSF, the French state-controlled defence and electronics group.

Net consolidated profits fell to FF2,630m (\$459m) last year, from FF2,960m in 1988, so putting an end to an unbroken five-year run of profits increases. Sales rose slightly from FF33,520m to FF33,690m, but net profit margins fell from the previous year's 8.6 per cent of turnover to 7.8 per cent.

The underlying sales growth was 8 per cent, adjusting for the 1988 transfer of Thomson-CSF's general avionics activ-

ties to Sextant Avionique, a jointly held company with Aerospatiale.

Operating income rose by 24 per cent to FF1,730m, from FF1,400m, which reflects the cost savings of earlier restructuring programmes, said Thomson-CSF, which will be revealing its debt charges and fuller details of the results early next month.

However, the group's financial services division reported a fall in net income from FF1,760m to FF1,200m. Thomson-CSF agreed last October to cede majority control in its finance division - normally a valuable profits contributor - to Credit Lyonnais, the state-owned bank.

Groupe Bull clears last hurdle in Zenith move

By William Dawkins in Paris

THE resolution of a row over the acquisition by France's Groupe Bull of the microcomputer business of Zenith Electronics of the US removes an uncertainty over an important step in Bull's efforts to put itself among the world's top five computer makers in the early 1990s.

Bull is to pay a total of \$911.4m. The sale was provisionally announced last October at up to \$835m depending on the value of Zenith's investments.

The agreement between the French state-owned computer maker and Zenith came just a day before today's deadline set by both companies, after which they were to seek outside arbitration.

The takeover nearly doubles Bull's sales in the US and Canada from 16 per cent to 30 per cent of its total sales and lifts microcomputers from 7 per cent to 26 per cent of the French company's turnover.

This gives it 17 per cent of the world market for lap-top machines and 5.7 per cent of world desk-top personal computer sales.

Solvay modestly ahead but steps up dividend

By Lucy Kellaway in Brussels

SOLVAY, Belgium's biggest chemicals company, yesterday announced a modest 2 per cent increase in its earnings after extraordinary items for 1989, a year in which the group's traditional strength in alkalines reasserted itself.

The relatively small advance - to BF20,600 (\$68m) before extraordinary items - was set against the previous year in which the plastics division did exceptionally well. By contrast, in 1989 polyethylene margins were squeezed through both higher input costs and lower selling prices.

The alkalines division, which had been overtaken by plastics as the company's largest in 1988, last year returned

to the fore, with caustic soda results up particularly strongly.

Mr Daniel Janssen, chairman, expressed confidence for the year ahead, which he said was reflected in the increase in the dividend of 14.6 per cent to BF470 a share.

During the year net earnings after extraordinary items rose by 10.5 per cent to BF18,700m, on turnover that rose by just 1 per cent to BF256,800m.

In the coming year, Solvay plans to increase its investment and expenditure on R&D, which continues to grow as a percentage of its turnover. In 1989 the company spent BF120m on R&D, equivalent to 4.7 per cent of its sales.

SAFRA REPUBLIC HOLDINGS S.A.

LUXEMBOURG

NOTICE IS HEREBY GIVEN by the Board of Directors of the Company that the Annual General Meeting of Shareholders of SAFRA REPUBLIC HOLDINGS S.A. ("SRH") will be held at the Hôtel Royal, 12, Boulevard Royal, Luxembourg,

on May 9, 1990 at 11.00 a.m.

for the purpose of considering and voting on the following matters:

- Chairman's Statement.
- Statutory Auditors' Report.
- Approval of the parent company only unconsolidated financial statements for the year ended December 31, 1989.
- Discharge of the Directors and of the Statutory Auditors concerning their duties relative to the year ended December 31, 1989.
- Approval of the proposed appropriation of US\$ 2,000,000 to the legal reserve, distribution of a dividend of US\$ 2.00 per common share and the carrying forward of the balance of the profit.
- Election of the Board of Directors and of the Statutory Auditors for a new one year term. All the Directors are eligible and stand for re-election.
- Election of Mr Jacques Tawil as a new member of the Board of Directors.
- Approval of the 1989 Stock Option Plan and 1989 Stock Award Plan covering a cumulative total of 170,000 bearer shares.
- Approval of the consolidated financial statements of the Company for the year ended December 31, 1989.
- Miscellaneous and individual proposals.

The Board of Directors

NOTES:

Any shareholder whose shares are in bearer form and who wishes to attend the Annual General Meeting must produce a depositary receipt or present his share certificates to gain admission.

A shareholder wishing to be represented at the meeting must lodge a proxy, duly completed, together with a depositary receipt at the registered offices of SRH at 32, Boulevard Royal, Luxembourg, not later than May 7, 1990 at 5 p.m. The shareholder may obtain the depositary receipt and, if required, the form of proxy, from any of the banks listed below by lodging the share certificates at their offices or by arranging for the bank by whom his certificates are held to notify any of the banks listed that shares are so held.

Any shareholder whose shares are registered will receive a notice of the Annual General Meeting at his address on the register, together with a form of proxy for use at the meeting. The proxy should be lodged at SRH's offices in accordance with the above instructions.

The remittance of the form of proxy will not preclude shareholders from attending in person and voting at the meeting if they so desire.

All the resolutions covered by the Agenda may be passed by a simple majority of all shares represented at the meeting.

Shareholders may obtain copies of the documentation listed hereunder:

- This notice
- The 1989 Annual Report including the Chairman's Statement, the Statutory Auditors' Report, the consolidated and parent company only unconsolidated financial statements

at the Company's registered office and from any of the banks at the following addresses:

- * Union Bank of Switzerland, Bahnhofstrasse 45, 8021 Zurich
- * Union de Banques Suisses (Luxembourg) S.A., 36-38 Grand-Rue, 2011 Luxembourg
- * Republic National Bank of New York, 30 Monument Street, London EC3R 9NB
- * Republic National Bank of New York (Swiss) S.A., 2, place de la Se, 1204 Geneva
- * Republic National Bank of New York (Swiss) S.A., Via Canova 1, 6900 Lugano
- * Republic National Bank of New York (Swiss) S.A., Stockenstrasse 37, 8002 Zurich
- * Republic National Bank of New York (Luxembourg) S.A., 32, Boulevard Royal, 2449 Luxembourg
- * Republic National Bank of New York (France) S.A., 20, place Vendôme, 75001 Paris
- * Republic National Bank of New York (France) S.A., 24, rue Feytaud, 75002 Paris
- * Republic National Bank of New York (France) S.A., 2, avenue Montaigne, 75008 Paris
- * Republic National Bank of New York (France) S.A., Sporting d'Hiver, 2, avenue Prince de Alice, 98006 Monte Carlo
- * Republic National Bank of New York (Guernsey) Ltd, Sarnia House, Le Truchot, St. Peter Port, Guernsey, Channel Islands
- * Republic National Bank of New York (Gibraltar) Ltd, Neptune House, Marina Bay, Gibraltar

* Paying Agent of Safra Republic Holdings S.A.

This announcement appears as a matter of record only

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IS PLEASED TO ANNOUNCE ITS APPOINTMENT AS

DEPOSITARY BANK

BY



PETROFINA S.A.

FOR THEIR SPONSORED

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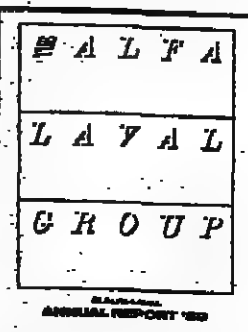
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 Citibank, N.A., New York
 William Tenz 212-625 7712/Mark Bach 212-627 7358
 Citibank, N.A. is a member of TSB and IMFO

Alfa-Laval: Profit up 34 %

The Alfa-Laval Group, a Sweden-based supplier of industrial, food processing and agricultural plants and equipment, notes a 34-percent profit increase to Sw. Cr. 1,412 million (\$230 million) in 1989.

Ask for Alfa-Laval's 1989 Annual Report at Alfa-Laval's Headquarters in Stockholm, Sweden, or at nearest Alfa-Laval Group Company! The report also includes a comprehensive description of the Group.



ALFA-LAVAL

P.O. Box 12150, S-102 24 Stockholm, Sweden, Int. +46-8 90 99 00

INTERNATIONAL COMPANIES AND FINANCE

Higher gold price boosts Anglovaal in March quarter

By Philip Gawth in Johannesburg

HIGHER rand prices for gold sales and tight control of costs allowed three of the Anglovaal group's four gold mines to increase profits in the March quarter.

The mines' total taxed profit rose to R62.2m (US\$3.8m) compared with R51.4m in the last quarter at the main Hartbeestfontein plant, Village and Eastern Transvaal Consolidated Mines (ETC), and was constant at Lorraine, Hartbeestfontein, the group's largest mine, recorded decreased throughput at its low grade gold plant.

Grades at the mines remained fairly constant and total gold output was marginally down at 11,108kg, against 11,186kg. A good milling quarter together with the improved rand gold price, and an unchanged yield at 9.1 grammes per tonne, saw Hartbeestfontein's main plant increase profits to R117.88, a ton from R115.67.

The unchanged yield runs counter to analysts' predictions of a decline in grades as mining activity shifts towards the lower-grade north-western part of the property.

Lower throughput and increased unit costs in the mine's low-grade gold plant were offset by higher grades and the firmer gold price.

The combined after-tax profit of the mine and the low-grade plant increased to R50.87m from R41.22m.

ETC, which operates a number of small mines in the area, reported lower pre- and post-tax profits, owing largely to a lower yield resulting in reduced gold recovery.

Lorraine mine in the Free State managed to contain costs well and hence to report a working profit of R2.12 per ton, compared with a loss of R0.51 a ton previously, in spite of unchanged throughput and a slightly lower yield. After-tax profit increased to R3.98m from R1.7m previously.

JCI continues trend back to higher profitability

By Philip Gawth

A BUOYANT rand-denominated gold price and increased recovery grades led to improved performance in the March quarter by Randfontein and Western Areas, the two operating gold mines managed by Johannesburg Consolidated Investment (JCI).

The trend back to profitability at Western Areas continued with net profit after tax increasing to R1.7m (\$642,000) from R400,000. This was achieved in spite of an increase of 8.3 per cent in working costs per ton milled, a marginal decrease in underground ore milled and the cessation of surface mining production.

The main countervailing factor was an improvement in the grade milled to 4.43 grammes per ton (g/t) 4.35 g/t.

According to Mr Bill Nairn, a director, capital expenditure is well under control and will end up considerably below the R25m mentioned in the last

annual report. However, capital expenditure still exceeds the mine's earnings.

At the larger Randfontein mine slightly more ore was milled than in the previous quarter.

This was made up of an increase in tonnage mined from surface sources. Throughput from underground shafts was slightly lower than in the previous quarter, owing to reduced availability. It was this decline which allowed increased throughput from surface sources. The result of this shift in the composition of production is a 4.7 per cent decline in yield.

Overall production costs fell as a result of a decline in surface costs and a small rise in underground costs.

Capital expenditure, at R18.4m was considerably down from the previous quarter's R29.2m, and the directors said this level of expenditure would be maintained for the balance of the year.

Pioneer third Australian brick maker

By Bruce Jacques in Sydney

PIONEER, the diversified Australian building products group, has become the "third force" in the country's brick market with the A\$290m (US\$222m) purchase of Brick and Pipe Industries, based in Melbourne.

Pioneer made the purchase from the Receiver of the failed empire of Mr Abe Goldberg, the Melbourne businessman, and will join CSR and Boral at the top of the Australian brick market.

The deal has begun to result in an extraordinary period in the Australian building industry when about a

third of the country's brick capacity was on the market.

Brick and Pipe accounts for about 20 per cent of the national market, while at least another 15 per cent is controlled by the Perth based Midland Brick group, which has just been put out to international tender with a reported price tag of about A\$200m.

Sir Tristan Antico, chairman of Pioneer, said yesterday that the Brick and Pipe purchase culminated a three-year campaign to become a dominant force in house building products. The deal appears to be at a "fire sale" price, because Mr

Goldberg bought Brick and Pipe in 1989 for A\$388m.

Sir Tristan said about A\$100m of the purchase price would be applied to wipe out Brick and Pipe's debt. The deal would be mainly funded with proceeds from the company's recent A\$240m sale of its mineral sands offshoot.

Pioneer is planning further sales of its mineral assets, which include the Nabarlek uranium operation. Analysts estimate that such sales could raise a further A\$400m-A\$500m.

Sir Tristan said the Brick and Pipe deal would be completed late next year, when

the company plans to launch a plasterboard joint venture with Lafarge Coppee, of France.

"Despite the occasional cyclical nature of the Australian housing market, the long-term growth potential is enormous," he added.

Sir Tristan also announced that Pioneer plans to raise US\$200m through a private placement of perpetual preferred stock in US capital markets.

He said it would be the first such issue by an Australian company, and funds raised would be applied to reducing the US-denominated debt.

Rand Mines result hit by poor output grades at ERPM

By Philip Gawth

CREDITABLE results from three of the four mines in the Rand Mines group are spoilt by ERPM which posted a R20m (US\$7.6m) loss in the March quarter.

Harmony, Blyvooruitzicht and Durban Deep between them earned after-tax profits of R31m, up from R24m in the December quarter. However, ERPM's results caused the group after-tax performance to slip to R10.9m from R17.1m.

ERPM was hit by the combined effect of low gold output and unexpectedly poor grades in its underground mines, down from 3.64 to 3.19 grammes per tonne (g/t). Tonnage was also lower at 413,000 against 430,000, as a result of which gold production dropped from 1,566kg to 1,318kg. Costs per ton jumped to R150.40 from R134.05 - well above revenue per ton of R107.19 against R119.38.

After taking sundry revenue into account, the net loss for the quarter was R20.2m compared with R7m previously. The mine will require additional funding to maintain it as a going concern, as it has drawn R297m of the R300m available to it in loan facilities.

Analysts point out that with

the mine's net debt in excess of R400m and recovery grade far below what is required to recoup costs, something fundamental will be required to avoid liquidation.

More heartening was the performance of Blyvooruitzicht, which showed a fivefold increase in bottom-line profits from R2.1m to R11.4m. Improved tonnage and grade - 4.01 g/t against 3.93 g/t - led to an increase in gold production. Unit costs were R115.87 per ton against R125.32 per ton. Profit margin showed an impressive increase to R5,000 from R1,200 per ton.

Durban Deep, the other marginal mine in the group's stable, also put on an improved performance with bottom-line profit up at R2.5m from R1m. The group's financial position is also improved thanks to a property transaction which realised R18.7m. This allowed the mine to reduce borrowings from R28.6m to R5.2m at the end of the March quarter.

Harmony, the group's largest mine, had a steady quarter with both tonnage and revenue unchanged against December. However, a rise in unit costs and an increased tax bill saw after-tax profit down to R17.2m

Australian Alcoa ahead

By Bruce Jacques

ALCOA OF Australia, the integrated aluminium group, has continued its run of strong financial results with a solid profit rise for the March quarter of 1990.

The company raised net profits almost 10 per cent from A\$167.5m (US\$128m) to A\$184.1m, following a 9 per cent sales increase to A\$716.5m.

Late in March, Alcoa underscored its position as a cash cow for its two shareholders - Aluminium Company of America (Alcoa) and Western Mining Corporation, the Australia

lian group - by announcing a A\$300m dividend. For the full year, dividend was A\$400m.

Alcoa Australia's return on shareholders' funds for the last quarter was an extraordinary 43.1 per cent and an annualised return of 24.3 per cent on total assets.

Directors said the latest result was achieved in spite of lower aluminium prices, but reflected higher alumina shipments, increased gold production and a lower Australian dollar exchange rate.

The company's interest bill rose from A\$11m to A\$13.4m.

Control Data chief to quit

By Louise Kehoe in San Francisco

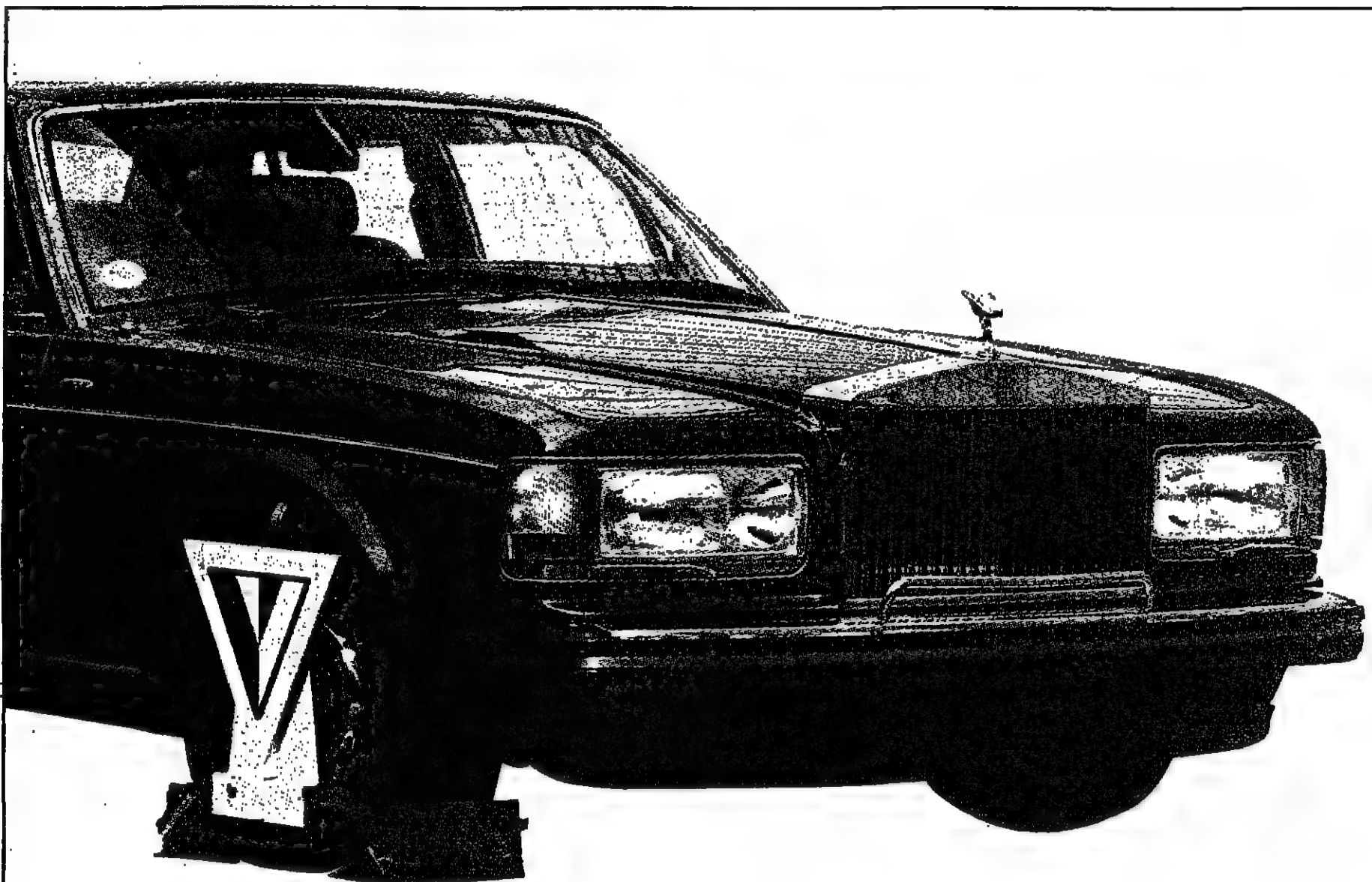
MR ROBERT PRICE, chairman of Control Data, will not stand for re-election at the company's stockholder meeting in May, the company has stated. Mr Price's decision follows his resignation as chief executive in January amid criticism of the company's management.

Before his resignation, Mr Price acknowledged he was "rightfully the focal point of criticism." He was replaced as chief executive by Mr Lawrence Perlman, who is credited with having restructured the company to stem losses.

"It is clear that, under current circumstances, my decision to withdraw from active management at this time is best for the company," Mr Price said yesterday.

Mr Price will not be replaced on the company's board, and no new chairman will now be named, the company stated.

In the past year, Control Data has shed several marginally profitable operations. They cost the company \$663.3m in charges. The company recorded a net loss of \$680.4m in the year, or \$16.11 a share, on revenue of \$2.93bn.



The company car?

Much has been said of IEP's proposal for the demerger of Rolls-Royce Motors. In reality the issue is simple.

With Rolls-Royce Motors under the Vickers' umbrella, your shares sell at a discount to their underlying worth. The present structure obscures the unique value of Rolls-Royce Motors.

The world's most prestigious car manufacturer is trading at barely 8 times earnings, rather than commanding a likely rating in excess of 12 times as a separate listed company.

As individual entities, both Vickers

and Rolls-Royce Motors would be more focused and better placed for future performance.

IEP estimates that your new combined shareholding in Vickers and Rolls-Royce Motors would have a value of £2.55, representing a thirty per cent increase* for all existing shareholders.

IEP's proposal merely asks your Board to formulate plans for a demerger. This is not a sale or a break-up.

Beneficial ownership will remain with you - the existing Vickers' shareholders.

INCREASE SHAREHOLDER VALUE. DEMERGE ROLLS-ROYCE MOTORS.

*BASED ON VICKERS' SHARE PRICE PRIOR TO THE ANNOUNCEMENT OF IEP'S PROPOSALS ON 8 MARCH 1990.



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Issue of up to
£250,000,000
Floating Rate Notes 2000



(Incorporated in England under the Building Societies Act 1974)
of which £150,000,000 is being issued as the Initial Tranche
Issue Price of the Initial Tranche: 100 per cent.

In accordance with the provisions of the Notes, notice is hereby given, that for the Interest Period from April 17, 1990 to July 17, 1990 the Notes will carry an Interest Rate of 15% per annum. The interest payable on the relevant payment date, July 17, 1990 against Coupon No. 18 will be £381.75.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

April 18, 1990



Crédit Commercial de France
U.S. \$100,000,000

Floating Rate Notes due 1992

For the six month period 17th April, 1990 to 17th October, 1990 the Notes will carry an interest rate of 8.675% per annum with a coupon amount of U.S. \$440.98 per U.S. \$100,000 Note payable on 17th October, 1990.

Listed on the Luxembourg Stock Exchange

Bankers Trust
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INTERNATIONAL COMPANIES AND FINANCE

Treasures retreat after barrage of negative data

By Janet Bush in New York and Deborah Hargreaves in London

A BARRAGE of negative economic news hit the US Treasury bond market yesterday morning, pushing prices of long-dated issues down by more than a full point.

At mid-session, the Treasury's benchmark long bond

double the market had been expecting. On top of that, capacity utilisation jumped 0.4 per cent to 88.3 per cent in March.

The message of these figures, which overshadowed a report that housing starts fell 8.3 per cent in March, is that the US has an inflation problem.

THE LONDON gilt market suffered a bout of the post-holiday blues yesterday when prices tumbled by almost a point on the back of a depressed US Treasury market. Traders returned to their desks in pessimistic mood and a poor performance by Wall

Street was enough to tip the market into a downward spin. Sterling did little to boost confidence and the thin bond market remained cautious.

The benchmark 11% per cent 2003/07 gilt dropped to around 96% by the close of business yesterday, which marked a loss of about 1/4 of a point - down to its lowest for several weeks.

WEST GERMAN bond prices traded quietly after the Easter break. The 7% per cent benchmark 2000 bond was marked down at the fixing to 94.05 from 94.27 with a yield of 8.66 per cent, after a previous level of 8.63 per cent.

BENCHMARK GOVERNMENT BONDS

| | Coupon | Red. Date | Price | Change | Yield | Week Ago | Month Ago |
|-------------|--------|-----------|---------|--------|-------|----------|-----------|
| UK GILTS | | | | | | | |
| 10.00% | 4/85 | 97-18 | 95.32 | -0.32 | 13.35 | 13.33 | |
| 10.50% | 4/85 | 98-08 | 95.02 | -0.32 | 12.72 | 12.46 | |
| 9.00% | 10/85 | 98-08 | 95.32 | -0.32 | 11.65 | 11.44 | |
| US TREASURY | | | | | | | |
| 8.50% | 02/90 | 98-08 | 94.05 | -0.32 | 8.77 | 8.80 | |
| 8.50% | 02/90 | 97-16 | 94.32 | -0.32 | 8.73 | 8.56 | |
| JAPAN | | | | | | | |
| No 119 | 4.80% | 9/88 | 85.8827 | -0.577 | 7.42 | 7.28 | |
| No 2 | 5.70% | 3/92 | 85.8500 | -0.577 | 7.42 | 7.28 | |
| GERMANY | | | | | | | |
| 7.75% | 02/90 | 98-08 | 93.9000 | -0.260 | 8.68 | 8.70 | |
| FRANCE | | | | | | | |
| 8.00% | 02/90 | 98-08 | 93.9000 | -0.260 | 8.68 | 8.70 | |
| CANADA | | | | | | | |
| 8.75% | 05/90 | 98-08 | 93.9000 | -0.260 | 8.68 | 8.70 | |
| NETHERLANDS | | | | | | | |
| 7.75% | 01/90 | 98-08 | 93.9000 | -0.260 | 8.68 | 8.70 | |
| AUSTRALIA | | | | | | | |
| 12.00% | 7/90 | 98-08 | 93.9000 | -0.260 | 8.68 | 8.70 | |

London closing. *Denotes New York morning session. Yields: Local market standard. Prices: US, UK in 32nds, others in decimals.

Technical Data/ATLAS Price Source

S&P gives DnB its lowest debt rating

ASSET QUALITY problems have prompted Standard & Poor's Corporation, the US-based credit-rating agency, to assign its lowest investment grade debt rating to Den Norske Bank (DnB), writes Karen Fossell in Oslo.

DnB, Norway's largest bank, officially came into being yesterday following the merger of Bergen Bank and Den norske Creditbank (DnC). S&P has assigned an A-3 rating to DnB's \$500m Eurocommercial paper programme and to DnB US

Finance's \$10m US commercial paper programme. The asset quality difficulties may linger in the medium term. It is thought they will depress earnings capacity while prolonging the time needed to bolster core capital.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

| | | | | | | Closing prices on April 17 | | | | | |
|----------------|------|-----------|-------|-------|-------|----------------------------|----------|-----------|--------|-------|------|
| | | Change in | | | | | | Change in | | | |
| | | Interest | Red. | Offer | Yield | | Interest | Red. | Offer | Yield | |
| US DOLLAR | | | | | | | | | | | |
| STRAIGHTS | | | | | | | | | | | |
| Alcoa 6 1/2% | 4/85 | 97-18 | 95.32 | -0.32 | 13.35 | Canada 6 1/2% | 80 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 7 1/2% | 4/85 | 98-08 | 95.02 | -0.32 | 12.72 | Canada 7 1/2% | 80 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 8 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | C. of Canada 6 1/2% | 80 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 9 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | C. of Canada 7 1/2% | 80 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 10 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Denmark 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 11 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Denmark 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 12 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | France 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 13 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | France 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 14 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Germany 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 15 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Germany 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 16 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Italy 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 17 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Italy 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 18 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Norway 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 19 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Norway 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 20 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Sweden 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 21 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Sweden 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 22 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Switzerland 6 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 23 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Switzerland 7 1/2% | 300 | 94 1/2 | 99 | 0-04 | 0.28 |
| Alcoa 24 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | World Bank 7 1/2% | 20 | 94 1/2 | 99 1/4 | 0-04 | 0.33 |
| Alcoa 25 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 26 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | Average price change | On day | On week | On | | |
| Alcoa 27 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 28 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 29 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 30 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 31 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 32 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 33 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 34 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 35 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 36 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 37 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 38 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 39 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 40 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 41 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 42 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 43 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 44 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 45 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 46 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 47 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 48 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 49 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 50 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 51 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 52 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 53 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 54 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 55 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 56 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 57 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 58 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 59 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 60 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 61 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 62 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 63 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 64 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 65 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 66 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 67 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 68 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 69 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 70 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 71 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 72 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 73 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 74 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 75 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 76 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 77 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 78 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 79 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 80 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 81 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 82 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 83 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 84 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 85 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 86 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 87 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 88 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 89 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 90 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 91 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 92 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 93 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 94 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 95 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 96 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 97 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 98 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 99 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 100 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 101 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 102 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 103 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 104 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 105 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 106 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 107 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 108 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 109 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 110 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 111 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 112 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 113 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 114 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 115 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 116 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 117 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 118 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 119 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 120 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 121 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 122 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 123 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 124 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 125 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 126 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 127 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 128 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 129 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 130 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 131 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 132 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 133 1/2% | 4/85 | 98-08 | 95.32 | -0.32 | 11.65 | | | | | | |
| Alcoa 134 1/2% | 4/85 | 98-08 | | | | | | | | | |

INTERNATIONAL COMPANIES AND FINANCE

Spain's five-year issue set to give Ecu sector a fillip

By Andrew Freeman

THE KINGDOM of Spain will give the Ecu sector of the Eurobond market a fillip when it launches an Ecu500m five-year issue in the next 10 days. Terms of the issue are still being set, but the bookrunner and joint lead manager have now been appointed by the Spanish Treasury.

Spain first announced its intention to borrow in Ecu several months ago, and recently launched a domestic issue. Its debut international Ecu issue was postponed in March amid worries over the implications of German unification for the composition of the Ecu basket of currencies.

The deal will be designed to attract wide international interest. For example, the bonds will be free of withholding tax. It was confirmed yesterday that Banco Bilbao Vizcaya would be the bookrunner, with Banesto as joint lead manager.

Meanwhile, the primary market for Eurobonds almost dried up yesterday, with investors still unwilling to move funds out of short-term deposits and borrowers far from eager to pay the high yields needed to raise funds.

In Switzerland, however, Swiss Bank Corporation was

the lead manager of two successful new issues. A \$100m three-year private placement for Toyota Motor Credit Corporation was launched with an 8 per cent coupon amid favourable comments on the pricing. The bonds were trading well

INTERNATIONAL BONDS

inside fees at less 1/4 bid. Proceeds were thought to have been swapped into floating-rate dollars to achieve a funding rate of around 30 basis points below the London interbank offered rate.

A \$100m five-year public deal for Deutsche Kommunalbank, the central institution of the West German savings bank system, was less enthusiastically received, but traders said the pricing was very fair and there was demand for the bonds. Early indications suggested it could be sold at around 1 1/4 bid.

DGZ first borrowed on the Swiss market in 1986. Yesterday's issue was its second in Switzerland.

On the Swiss secondary mar-

ket, the recent World Bank 7 1/2 per cent issue improved 1/4 point to less 1/4 bid in what traders described as moderate but steady demand.

Elsewhere, Scotiabank increased its recent deal for Toronto Dominion Bank to \$125m, saying it had met steady retail demand for the paper. The new tranche was launched at a spread of 74 basis points over Canadian Treasuries, in line with the existing \$100m issue. The lead manager was quoting the enlarged issue at 98 1/2 bid.

Secondary market activity was subdued, with traders reporting some profit taking on liquid issues as investors sought to move to a shorter position on the maturity curve. The recent World Bank 7 1/2 per cent issue brought by BNP Paribas was trading steadily at 99 1/2 bid to yield 7.27 per cent, comfortably inside other European benchmarks. For example, the \$500m 5 1/2 per cent Norway deal was yielding 7.25 per cent.

Schroders announced that Heyworth's \$100m convertible issue had been 55 per cent taken up by existing shareholders and that the rumour of the issue had been placed with sub-underwriters.

NEW INTERNATIONAL BOND ISSUES

| Country | Amount m. | Coupon % | Price | Maturity | Fee | Book runner |
|---------------------------------|-----------|----------|---------|----------|-------|---------------|
| FRANCE | | | | | | |
| Deutsche Giro-Zust. Komm. (a) ♦ | 125 | 7 1/2 | 101 1/4 | 1995 | 1 1/4 | SBG |
| Toyota Motor Cr. Corp. (a) ♦ | 100 | 8 | 101 1/4 | 1995 | 1 1/4 | SBG |
| DE-MARKA | | | | | | |
| ASCI Corp. (a) ♦ | 50 | 8 1/4 | 101 1/4 | 1994 | n/a | IBJ (Germany) |
| CANADIAN DOLLARS | | | | | | |
| Toronto-Dominion Bank (b) ♦ | 125 | 13 | 100 | 1993 | 1 1/4 | Scotiabank |

Sweden abolishes turnover tax

SWEDEN abolished turnover taxes on bond and stock market transactions on Sunday in a move that will give a long-term boost to the country's growing derivatives markets, writes Deborah Harcourt.

The introduction of the tax at the beginning of last year crippled trading in the country's bond market and almost stopped trading in interest rate options.

The tax abolition did not immediately affect trading in Sweden, but brokers expect it to boost the country's credit and options markets gradually.

OM, Sweden's electronic options market, launched new bond futures and options contracts yesterday to try to attract business put off by the tax.

OM had seen its interest rate options activity cut down to five to 10 contracts a day from

a pre-tax level of 10,000 lots a day.

In addition, the tax had forced the closure of the Swedish Options and Futures Exchange (Sofe), an arm of the Swedish Stock Exchange. The tax had pushed business to competing markets in London and Copenhagen and its removal should see a gradual shift of trading back to Sweden.

Midland Bank unit in Turkey delayed

By David Barchard in Ankara

MIDLAND BANK'S plans to be the first UK clearing bank to set up a subsidiary in Turkey are being delayed by the refusal of a Turkish cabinet minister to sign the decree formally allowing the unit to be opened until a Turkish bank is given permission to open a branch in London.

Midland applied to the Turkish Government last October to open the subsidiary. The Turkish market has proved lucrative for a stream of new entrants in the last decade, but Standard Chartered is at present the only British bank with a branch in Turkey.

It was expected that the subsidiary would formally be opened early next month, when Midland's chairman, Sir Kit Macdonald, visits Turkey with a delegation of the British Invisible Exports Council.

However, Mr. Gunes Taner, the Turkish State Minister in charge of the Treasury, has indicated that he will not sign the decree enabling Midland to go ahead until Iktisat Bankasi, an Istanbul-based bank owned by Mr. Errol Aksoy, one of Turkey's best-known bankers and a prominent supporter of the ruling Motherland Party, is given permission to open a branch in London.

Iktisat Bankasi has a representative office in London and is understood to have applied to the Bank of England for permission to open a branch.

Mr. Taner's opposition to Midland has incurred criticism from several senior officials here, who have leaked the story to the Turkish press several times in the last few weeks. "This sort of thing does Turkey's international image no good at all," said one official in Ankara this week.

British officials here declined to comment on the story, although they confirmed that the signing of Midland Bank's decree had been delayed.

Chicago shakes hands with the SEC

Barbara Durr on the new regulatory body for the US futures industry

The Chicago futures exchanges are giving surprise backing to new legislation aimed at overhauling the regulation of US financial markets. The legislation, introduced this month, would create a new agency replacing both the Securities and Exchange Commission and the Commodity Futures Trading Commission.

The new agency, the Markets and Trading Commission, would regulate both the securities and futures markets. By unifying the present split framework, it would provide the linkage in regulation that already exists through investment. With the advantage of seeing across markets, it theoretically could assess potential problems earlier and take appropriate steps.

The MTC would have five commissioners appointed by the US President and approved by the Senate. The authorities have laid down two years as the transition period to the new regime.

"This idea is better than any I've heard," says Mr. Leo Melamed, special counsel to the Chicago Mercantile Exchange and a key figure in the futures industry. "A single structure that gives all the markets their correct due" is the kind of compromise Mr. Melamed says he can support.

The proposal, called the Markets and Trading Reorganisa-

tion and Reform Act, was motivated in part by a need to halt a long-running turf battle between the two regulators. The SEC oversees equities and the CFTC futures, but certain derivative products such as stock index futures have raised questions about where regulatory lines should be drawn.

Both Chicago exchanges oppose a merger of the two agencies because they believe that the SEC, the stronger of the two, would swallow up the CFTC and treat futures like equities.

Mr. Thomas Donovan, the president of the Chicago Board of Trade, is against a SEC takeover of futures because "its institutional bias [in favour of the New York equities market] would kill the futures industry in the US."

But the House market reform bill would attempt a neutral restructuring of the two agencies. This has calmed Chicagoans. "We'll warm to the proposal because it comes closest to an overall solution," Mr. Donovan says.

The change of heart in Chicago came after momentum was lost in Washington for a quick transfer of stock index futures from the CFTC to the SEC.

Reserve Board chairman, punctuated the main argument used for the move by Treasury Secretary Mr. Nicholas Brady and SEC chief Mr. Richard Breiden. Mr. Brady and Mr. Breiden had contended that stock index futures and the split regulation of them from their cash markets caused volatility in equities trading. But Mr. Greenspan said in a Senate hearing last



Richard Breiden: argued that CFTC should lose some futures

month that, according to Fed studies, there was no convincing evidence that stock index or split regulation of stock index futures and the underlying cash market caused volatility. According to the Fed, volatility was the result of rapidly advancing technology that hastened trading and a concentra-

tion of assets in institutional portfolios that increased the size of trades.

Margins are a critical part of the dispute. Margins on equities are a down payment on an asset and are set at 50 per cent of the stock's value. Margins on futures are instead a performance bond, given that futures are simply a commitment to take or make delivery of a product at a given price and date in the future.

The Treasury and the SEC argue that margins on stock indices are set dangerously low, prompting excessive speculation. While not completely conceding this point, Mr. Greenspan said stock index futures margins should probably be set higher. He suggested the Federal government as overseer, but that the Federal Reserve Board was not interested. Oversight by the regulatory agencies and the exchanges themselves was a better idea, he said.

The proposal would also create a new body, the Federal Financial Market Coordinating Council, to be composed of all financial regulators.

The bill would also preserve the current congressional jurisdiction over the future MTC, so the politicians on the agricultural committee that oversees the CFTC would not lose their Political Action Campaign contributions to their colleagues who oversee financial markets.

Extra feature of Samsung \$75m issue aims to please

By John Riddling in Seoul

SAMSUNG Electronics, South Korea's largest electronics company, is expected to complete its issue of \$75m worth of bonds with equity warrants today and is including a novel feature to make the issue more attractive.

The issue was postponed last month because of the depressed market for Korean instruments. The market has not improved and the issue will therefore include a money-back warrant.

This feature, which guarantees repayment if the underlying share price does not achieve the exercise price of the warrant during the five-year maturity, is being used

for the first time in a Korean issue. It has been included in a handful of other Eurobond issues.

According to one of the issue's lead managers, the money-back option depends on the 70-day moving average of both the voting and non-voting shares not exceeding the exercise price for 70 consecutive days. The money received on the warrant will be equivalent to its value at the time of the launch.

Otherwise, the terms of the issue are unchanged from original proposals. The bond will have a zero coupon and the company is seeking an exercise premium of 110 per cent.

S Korean oil refiner to raise cash for exploration

By John Riddling

YUKONG, South Korea's largest oil refiner, is to issue \$75m of bonds with equity warrants to finance exploration and production.

The issue, planned for early June, will have a five-year maturity. Subscribers will be able to convert their warrants into common stock after 18 months. The coupon is expected to be less than 1.5 per cent.

Yukong has seen steady sales and profits growth over recent years. In 1989 it achieved net income of US\$96m on sales of \$3.56bn. The comparable figures for 1988 were \$88m and \$3.4bn respectively. The issue coincides, how-

ever, with a downturn in the market for Korean Euro-instruments. Since the end of last year, prices and premiums of Korean convertible bonds and bonds with warrants have fallen sharply, reflecting an increase in the number of issues and a prolonged decline in the underlying stock market.

Yukong Investment Trust Company (KITC) will launch a new US\$50m fund for foreign investors in early May. The new fund, called the Korea Equity Fund, is one of three funds approved by the Ministry of Finance as part of its policy of financial liberalisation.

FT-ACTUARIES SHARE INDICES

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| EQUITY GROUPS & SUB-SECTIONS | Tuesday April 17 1990 | | | | | | | | | |
|------------------------------------|-----------------------|--------------|----------------------------|--------------------------|-----------------------------|------------------------|---------|--------------|---------|-------------------|
| | Index | Day's Change | Est. Earnings Yield (Max.) | Gross Yield (Act. at 2%) | Est. P/E Ratio (Act. at 2%) | Ind. adj. 1990 to date | Index | Day's Change | Index | Year ago (approx) |
| 1 CAPITAL GOODS (200) | 844.43 | -0.1 | 13.88 | 8.70 | 16.36 | 845.08 | 846.97 | 842.97 | 836.49 | |
| 2 Building Materials (27) | 1023.41 | -0.2 | 15.59 | 5.71 | 25.99 | 1023.33 | 1023.70 | 1027.81 | 1182.92 | |
| 3 Contracting, Construction (37) | 1355.54 | -0.1 | 18.61 | 6.09 | 7.02 | 1356.02 | 1356.55 | 1355.78 | 1490.43 | |
| 4 Electricals (10) | 2384.61 | +0.3 | 12.31 | 5.62 | 10.04 | 2391.4 | 2377.51 | 2379.40 | 2598.86 | |
| 5 Electronics (29) | 1775.30 | -0.3 | 10.17 | 4.18 | 12.75 | 1771.31 | 1768.93 | 1765.05 | 2111.51 | |
| 6 Engineering-Aerospace (8) | 438.72 | -0.5 | 15.34 | 5.30 | 8.03 | 441.14 | 437.26 | 439.17 | 0.00 | |
| 7 Engineering-General (43) | 645.40 | -0.2 | 12.19 | 4.56 | 9.92 | 642.41 | 642.67 | 642.72 | 0.00 | |
| 8 Metals and Metal Forming (6) | 482.09 | +0.1 | 24.41 | 6.46 | 4.62 | 481.36 | 481.72 | 477.70 | 536.43 | |
| 9 Motors (16) | 345.15 | -0.1 | 15.57 | 6.53 | 7.51 | 345.15 | 344.00 | 345.08 | 309.52 | |
| 10 Other Industrial Materials (24) | 1561.78 | -0.1 | 11.48 | 3.10 | 18.15 | 1561.33 | 1564.45 | 1567.27 | 1565.24 | |
| 11 CONSUMER GROUP (177) | 1204.55 | -0.3 | 9.91 | 4.08 | 12.58 | 1204.47 | 1204.25 | 1203.09 | 1181.19 | |
| 12 Brewers and Distillers (21) | 1394.16 | -0.6 | 10.40 | 3.95 | 11.87 | 1392.22 | 1396.97 | 1401.25 | 1280.87 | |
| 13 Food Manufacturing (20) | 1054.49 | -0.2 | 10.59 | 4.46 | 11.75 | 1052.10 | 1052.25 | 1048.31 | 1025.72 | |
| 14 Food Retailing (16) | 2236.56 | -0.4 | 9.48 | 3.51 | 13.61 | 2236.56 | 2236.56 | 2236.56 | 2071.21 | |
| 15 Health and Household (13) | 2537.93 | -0.4 | 7.10 | 2.73 | 16.81 | 2537.93 | 2537.93 | 2537.93 | 2277.06 | |
| 16 Leisure (31) | 1353.53 | -0.1 | 10.58 | 4.52 | 11.64 | 1353.53 | 1353.72 | 1352.72 | 1357.38 | |
| 17 Packaging & Paper (13) | 566.03 | -0.3 | 12.80 | 5.73 | 9.71 | 566.03 | 566.03 | 566.03 | 567.17 | |
| 18 Publishing & Printing (16) | 3139.31 | -0.3 | 10.55 | 5.61 | 12.00 | 3139.31 | 3139.31 | 3139.31 | 3245.19 | |
| 19 Stores (35) | 728.09 | -0.4 | 12.04 | 5.04 | 10.72 | 728.09 | 728.09 | 728.09 | 728.34 | |
| 20 Textiles (12) | 462.23 | -0.3 | 13.85 | 7.38 | 9.09 | 462.23 | 462.23 | 462.23 | 523.52 | |
| 21 OTHER GROUPS (688) | 1116.21 | -0.2 | 11.17 | 5.12 | 10.71 | 1116.21 | 1116.21 | 1116.21 | 1116.77 | |
| 22 Agencies (17) | 1622.15 | -0.2 | 9.59 | 2.43 | 9.18 | 1622.15 | 1622.15 | 1622.15 | 1626.48 | |
| 23 Chemicals (23) | 1183.02 | -0.4 | 12.09 | 5.57 | 9.67 | 1183.02 | 1183.02 | 1183.02 | 1193.78 | |
| 24 Comglomerates (14) | 1580.60 | -0.1 | 10.24 | 6.19 | 11.57 | 1580.60 | 1580.60 | 1580.60 | 1580.88 | |
| 25 Transport (15) | 2168.24 | -0.1 | 11.24 | 4.60 | 11.39 | 2168.24 | 2168.24 | 2168.24 | 2168.06 | |
| 26 Telephone Networks (2) | 1108.60 | -0.2 | 11.45 | 4.62 | 11.39 | 1108.60 | 1108.60 | 1108.60 | 1108.17 | |
| 27 Water (10) | 1853.63 | -0.2 | 18.80 | 7.31 | 5.99 | 1853.63 | 1853.63 | 1853.63 | 1853.00 | |
| 28 Miscellaneous (26) | 1763.84 | -0.8 | 10.70 | 4.86 | 10.47 | 1763.84 | 1763.84 | 1763.84 | 1764.00 | |
| 29 INDUSTRIAL GROUP (482) | 1101.15 | -0.2 | 11.29 | 4.72 | 10.83 | 1101.15 | 1101.15 | 1101.15 | 1105.87 | |
| 30 OIL & GAS (18) | 2251.77 | -0.3 | 11.03 | 5.36 | 11.96 | 2251.77 | 2251.77 | 2251.77 | 2251.26 | |
| 31 500 SHARE INDEX (500) | 1197.04 | -0.1 | 11.25 | 4.81 | 10.97 | 1197.04 | 1197.04 | 1197.04 | 1198.07 | |
| 32 FINANCIAL GROUP (110) | 791.71 | -1.0 | 5.74 | - | 17.48 | 799.52 | 799.52 | 799.52 | 729.83 | |
| 33 Banks (9) | 154.62 | -0.1 | 19.62 | 6.27 | 6.63 | 154.62 | 154.62 | 154.62 | 154.98 | |
| 34 Insurance (Life) (7) | 1267.56 | -0.5 | 5.79 | - | 34.46 | 1278.94 | 1278.94 | 1278.94 | 1083.94 | |
| 35 Insurance (Composite) (7) | 148.23 | -0.8 | 6.38 | - | 19.43 | 148.23 | 148.23 | 148.23 | 148.23 | |
| 36 Insurance (Brokers) (7) | 1041.77 | -0.1 | 8.24 | 6.25 | 16.02 | 1041.77 | 1041.77 | 1041.77 | 1041.77 | |
| 37 Merchant Banks (7) | 142.73 | -0.2 | 4.22 | - | 4.85 | 142.73 | 142.73 | 142.73 | 142.73 | |
| 38 Property (48) | 1140.38 | -0.8 | 8.13 | 3.50 | 9.56 | 1140.38 | 1140.38 | 1140.38 | 1140.38 | |
| 39 Financial (25) | 311.02 | -0.5 | 14.13 | 7.16 | 9.36 | 311.02 | 311.02 | 311.02 | 311.02 | |
| 40 Investment Trusts (67) | 1140.53 | -0.1 | 3.32 | - | 8.95 | 1140.53 | 1140.53 | 1140.53 | 1096.37 | |
| 41 Overseas Traders (5) | 1319.49 | -0.5 | 10.02 | 6.92 | 12.05 | 1319.49 | 1319.49 | 1319.49 | 1319.49 | |
| 42 ALL-SHARE INDEX (162) | 1098.14 | -0.3 | 4.92 | - | 13.04 | 1098.14 | 1098.14 | 1098.14 | 1098.14 | |
| FT-SE 100 SHARE INDEX | 2224.5 | -0.7 | 2225.7 | 2213.8 | 2222.1 | 2224.5 | 2224.5 | 2224.5 | 2074.4 | |

| FIXED INTEREST | | | | | | AVERAGE GROSS REDEMPTION YIELDS | | Thu ago 17 | Thu ago 12 | Year ago (approx.) |
|------------------|------------------|----------------------|------------------|------------------|----------------------------|---------------------------------|--------------|------------------|------------------|--------------------------|
| PRICE INDICES | Thu ago 17 | Day's change % | Thu ago 12 | nd adj. today | nd adj. 1990 to date | | | | | |
| | | | | | | British Government | | | | |
| | | | | | 1 | Low | 5 years | 11.89 | 11.80 | 9.76 |
| | | | | | 2 | Compos | 15 years | 11.52 | 11.40 | 9.25 |
| | | | | | 3 | | 25 years | 11.11 | 11.20 | 9.05 |
| | | | | | | Medium | | | | |
| | | | | | 4 | | 5 years | 13.12 | 13.00 | 10.70 |
| | | | | | 5 | Compos | 15 years | 12.02 | 11.91 | 9.66 |
| | | | | | 6 | | 25 years | 11.57 | 11.46 | 9.23 |
| | | | | | | High | | | | |
| | | | | | 7 | | 5 years | 13.13 | 13.00 | 10.80 |
| | | | | | 8 | Compos | 15 years | 12.32 | 12.21 | 9.90 |
| | | | | | 9 | | 25 years | 11.84 | 11.73 | 9.42 |
| | | | | | 10 | Irredeemables | | 11.37 | 11.27 | 9.05 |
| | | | | | | Index-Linked | | | | |
| | | | | | 11 | Inflation rate 5% | Up to 5 yrs. | 4.82 | 4.81 | 3.74 |
| | | | | | 12 | Inflation rate 5% | Over 5 yrs. | 4.61 | 4.61 | 3.61 |
| | | | | | 13 | Inflation rate 10% | Up to 5 yrs. | 3.75 | 3.74 | 2.76 |
| | | | | | 14 | Inflation rate 10% | Over 5 yrs. | 4.01 | 3.98 | 3.43 |
| | | | | | | Dolls & Loans | | | | |
| | | | | | 15 | | 5 years | 16.23 | 16.40 | 12.17 |
| | | | | | 16 | | 15 years | 14.01 | 14.37 | 11.57 |
| | | | | | 17 | | 25 years | 13.38 | 13.59 | 11.12 |
| | | | | | | Preference | | | | |
| | | | | | 18 | | | 12.50 | 12.44 | 10.16 |

UK COMPANY NEWS

Finlan cuts debt amid fears of substantial losses

By Nikki Teit

FINLAN, a small commercial and residential property company, yesterday became the latest company to report problems in the housebuilding sector warning of a substantial, but unquantified, loss for the year to end-March.

The company does not intend to pay a final dividend for the year to end-March.

Finlan's announcement came after the market had closed, with the shares trading at 33p.

It also announced a series of measures designed to cut gearing including a number of sales, the refinancing of a development and the ending of others.

The company has sold its developments at ixworth House, Chelsea and Comyns in the West End of London for £13m. The price compared with "expectations of £18m for the completed and fully-let buildings", the company said.

However it will share in any profits from a subsequent sale within two years. The deal gives Finlan 55 per cent of any profit, calculated after the holding cost to the new owner of the properties, in excess of £100,000.

Finlan's head office and some residential flats, also in London, have been sold for £2.2m.

Negotiations are underway to refinance a development at

Windmill Street, with the company declining to elaborate. The company added that a joint venture in Wardour Street was no longer proceeding.

The Newbury office for its residential property development business had been closed with effect from last week, reflecting the withdrawal from this area. A project management agreement with Wates Built Homes had been agreed to implement the sale of the remaining properties and sites over the next 18 months.

In addition the company is having to repurchase properties in the Covent Garden area of London for £13.4m, in excess of present market value. When Finlan sold the properties, there was an option agreement which provided, in certain circumstances, that Finlan would have to repurchase them in March 1991. The £13.4m price is significantly lower than that contained in the option agreement.

The overall effect, said Finlan, was to reduce borrowings to "a level commensurate with that at March 31 1989". Then, net debt was just below £30m, although this included some borrowings in respect of certain non-property trading operations within the group.

At that stage, shareholders' funds were £18.7m, although these will be affected by the loss in the year just ended.

Hidden perks beyond the shredded Iron Curtain

Andrew Hill on the rapid build-up of the Tiphook container group and the challenges ahead

MR ROBERT Montague, chairman of Tiphook, is pleased with himself.

It is not surprising. In 12 days' time, Tiphook will complete its busiest financial year since floating on the stock market five years ago, as the world's third largest container rental company.

Leap-frogging from fifth in the world league last year to third has not been easy. Much of the past 12 months has been spent battling for a part of Mr James Sherwood's Sea Containers empire, in a joint takeover bid with Stena, the Swedish shipping group.

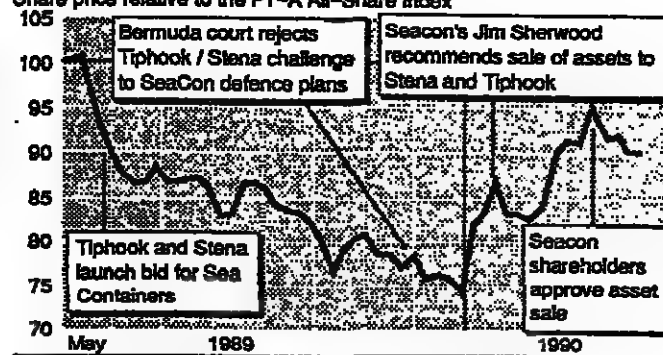
For Tiphook, the outcome of the bid-mouthing, bluff and legal mills is surprisingly tidy. Mr Montague and his colleagues have managed to double Tiphook's fleet of containers - the basic boxes which are used to ferry all manner of cargo around the globe - to 400,000 units at a cost of \$533m.

"We have not had to sell assets, we have not had to pay off executives, we have not had to close offices, we have not had to make redundancies, there have been no skeletons in the cupboard," says Mr Montague.

Since the deal was approved by Sea Containers' shareholders a month ago, Tiphook has chosen to put the few thousand trailer chassis which were part

Tiphook

Share price relative to the FT-A All-Share Index



of the purchase up for sale; it has also taken on 15 extra staff in the container division. But the principle remains untainted: this was a clean asset purchase, with a minimum of complication and additional overheads.

As if to emphasise this, within two weeks of the formal approval of the asset sale Tiphook had integrated 97 per cent of the Sea Containers fleet into its computer system, which is the group's vital tool for co-ordinating worldwide container movement. As the Sea Containers boxes are generally older than the Tiphook fleet, which has a reputation for quality, the new owner will gradually remove older containers as existing contracts expire,

upgrading the rest.

More importantly for investors and analysts, the deal has actually strengthened Tiphook's balance sheet. To the layperson, Tiphook looked heavily geared, with borrowings at about 2½ times shareholders' funds. The City had marked down the group's shares because of the risks involved in the original plan - a fully fledged joint break-up bid for Sea Containers which would have loaded Tiphook with debt and unwanted assets.

The revised deal had no debt attached, and was still financed by the two-stage rights issue Tiphook put in place when the group began its assault on Sea Containers last May.

At the end of the month

Tiphook's borrowings should be all but unchanged - the original deal would have left Tiphook four times geared - and interest payments will be covered about 1.7 times by profits. That looks slim compared with most companies, but Tiphook points out that its strictest banking covenant demands cover of only 1.25 times, and the Sea Containers asset purchase should increase cover to more than two times in 1990-91. Tiphook's financial services arm already even out global exchange and interest rates to simplify forward planning for individual divisions.

Containers provide good security for lenders," adds Tiphook's finance director, Mr Roger Bradwood. "There aren't many assets that repay their loan within half their working life."

The drawn out saga of the Sea Containers bid may have distracted some investors from Tiphook's other divisions. It is already the largest operator in the European trailer rental business, alongside rival UK company TIP Europe, and is also growing its small railcar rental division.

An explosion in eastern European business as trade and political barriers come down is the prize in these races and Tiphook is already developing contacts beyond the shredded Iron Curtain. It has combined

all three rental divisions at a hub office based in Hamburg - the only site offering trailer, container and rail rental under one roof outside the group's headquarters in Bromley, south London.

Mr Montague is excited by the next challenge: "There is hard organic growth in our existing marketplace, but in addition to that there is the tremendous opportunity of eastern Europe because transportation is very high on those countries' list of priorities."

Like the original, simple idea of container rental - which made Mr Sherwood's fortune as it has Mr Montague's - the prospects for trailer rental sound too good to be true. Mr Montague can see nothing which could drag Tiphook off course. Analysts are more cautious. Tiphook was too small to be hit by a downturn in the shipping business in the mid-1980s, but from the crow's nest there are signs of some weakening in the market, and as one of a trio of giant container rental companies, Tiphook will have to be prudent.

It already has some safeguards in place - the equipment is good quality and between 30 and 40 per cent of its business is on term contracts of more than one year. If the group makes more than £31m before tax in the year just about to end, the addition of



Robert Montague: excited by the next challenge

the Sea Containers assets should more than double that figure to nearly £70m in 1990-91.

Not bad for the south London company which started 12 years ago with 150 boxes. They were painted brown. Mr Montague admits, so unsuspecting clients would have difficulty spotting rust patches.

Yale and Valor sells catering equipment arm

By John Thornhill

YALE AND VALOR, the security and home products group, has sold its catering equipment division to a management buy-out team headed by Mr Tony Marston.

The management team, led by Mr Robin Clark, the division's managing director, will take control of four companies: Moorwood Vulcan, Jacksons, Oliver Toms and Sedia Refrig.

In the 1988-89 financial year, the division had turnover of about £22m.

Mr Tony Marston, Yale and Valor's finance director, said the disposal continued the company's "tidying-up" programme and would allow it to concentrate on its core businesses of security and home products.

Thompson Clive net assets rise

The net asset value of capital holdings in private Thompson Clive Investments, a fund manager, has risen to £74,000,000, up from £71,100,000 in the year ended December 31 1989.

The figures compared with 1988-89 and 1987-88 respectively at the end of 1988.

Since the end of 1989, the group, an investment company which mainly takes up venture

pre-tax profits more than doubled to £454,000 (£224,000) and earnings per 50p share worked through at 2.7p (0.9p). A maiden dividend of 2p is proposed for the year.

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(Issued by Nationwide Building Society)

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Interest Period:
17 April, 1990 to 17 July, 1990

Interest Amount per £5,000
Note due 17 July, 1990:
£191.35

Interest Amount per £50,000
Note due 17 July, 1990:
£1,913.50

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The Company car.

UK COMPANY NEWS

'What benefits do tanks, baby incubators and Rolls Royce gain from each other?' Brierley attacks Vickers' modern make-up

By Andrew Bolger

SHAREHOLDERS in Vickers have been urged to support the proposed demerger of Rolls-Royce Motors on the grounds that the engineering, defence and luxury car group "is a mere shadow of the great engineering operation it once was".

The accusation is made by IEP Securities, the UK investment arm of Sir Ron Brierley, the New Zealand businessman, which has proposed the demerger after building an 18.6 per cent stake in Vickers.

IEP's circular estimates that a demerged Rolls-Royce would be worth 110p per share, while the rest of Vickers would be worth 95p, plus 50p per share in cash. The total of 255p compares with yesterday's closing price of 225p, up 26p since the demerger was proposed.

The company also intends selling the medical division after the demerger which, it says, would further strengthen the 'new Vickers'.

"The business does not sit well within Vickers and could be better developed as part of a healthcare group. This sale should raise approximately £100m, and add another 15p to the share price."

IEP's circular states: "Our demerger proposal is not supported by the Vickers' board of directors but this is hardly surprising because the demerger

would expose the illusion of 'Vickers' in its present form."

"The historic Vickers of the 19th and early 20th century was a world force in the manufacture of munitions, aircraft and ships but none of these operations remain today and it is now essentially a holding company for a collection of diverse and more-recently acquired engineering companies. Most of these businesses have little affinity with each other and with the exception of Rolls-Royce are unattractive to public investors."

It asks: "What benefits do tanks, baby incubators, ships' propellers and Rolls-Royce cars gain from each other? Why should the world's foremost luxury car manufacturer choose to be in partnership in such diverse businesses?"

IEP emphasises that a demerger is not a sale. If Rolls-Royce Motor Cars was demerged, all Vickers' shareholders would continue to have beneficial ownership, there would be no threat to the Rolls-Royce trade name, and management would remain unchanged. After the demerger, Vickers shareholders would have shares in two more focused companies.

Sir Ron said: "In our view, the value of shareholders' investment would be greatly enhanced by the demerger of



Joining knights: Sir David Flaxton (left), of Vickers, and Sir Ron Brierley, of IEP Securities

Rolls-Royce because it would eliminate the present disparity in the market perception of the quality of Rolls-Royce compared with other businesses in the Vickers group."

As well as the Rolls-Royce demerger, Vickers shareholders

will be asked at the annual meeting on April 26 to support IEP plans for Vickers to buy back up to 10 per cent of its ordinary shares and cancel its preference shares.

Vickers is seeking to alter the company's articles of association to permit it to buy back

shares. However, it will not go on to seek shareholders' approval for such a buy-back. The company also opposes the cancellation of the preferential shares, on the grounds that these steps would not at present be in the interests of all shareholders.

This advertisement is issued in accordance with the regulations of the Council of The Stock Exchange. It does not constitute an invitation to the public to subscribe for or purchase any securities. Application has been made to the Council of The Stock Exchange for all of the Company's ordinary shares currently issued and those to be issued as consideration for the acquisition of Reece PLC to be admitted to the Official List. This advertisement has been prepared on the basis that the offers for the issued equity share capital of Reece PLC have become or have been declared unconditional in all respects. It is expected that admission to the Official List will become effective on Friday, 20th April, 1990 and that dealings will commence on Monday, 23rd April, 1990.

CAULDON GROUP PLC

(Incorporated and registered in England and Wales under the Companies Act 1985 No. 2044214)

Introduction to the Official List
following the acquisition

REECE PLC

arranged by
Barclays de Zoete Wedd Limited

Share Capital

Authorised
£7,100,000

Ordinary shares of 5p each

Issued and to be issued, fully paid
£4,860,340.60

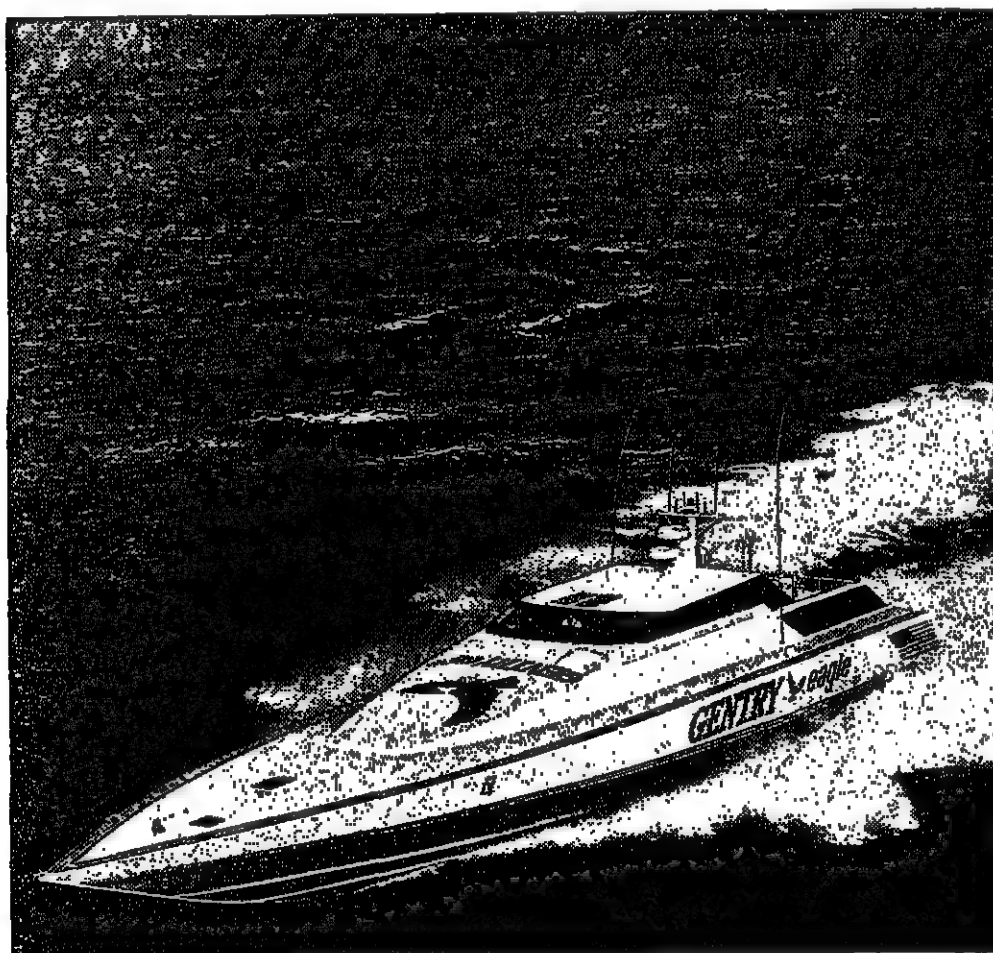
The Cauldon Group has five principal activities: manufacture of plant and equipment for the ceramic industry, specialist toolmaking; provision of residential healthcare; cycle and cycle component distribution; and manufacture of uPVC door panels.

Listing particulars relating to the Company have been approved as required by the listing rules made under section 142 of the Financial Services Act 1986 and are available in the statistical service maintained by Eitel Financial Limited. Copies of the listing particulars may be obtained during normal business hours (excluding Saturdays), up to and including 20th April, 1990, by collection only, from The Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2, and up to and including 2nd May, 1990 from:

Cauldon Group PLC
Federation House
Station Road
Stoke-on-Trent
Staffordshire ST4 2SG

18th April, 1990

Barclays de Zoete Wedd Limited
Ebbgate House
2 Swan Lane
London EC4R 3TS



The Company jet.

EMPLOYEE OWNERSHIP

The Financial Times proposes to publish this survey on:

4th May 1990

For a full editorial synopsis and advertisement details, please contact:

Denis Cody
on 01-873 3301

or write to him at:

Number One
Southwark Bridge
London
SE1 9HL

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

FLANDERS

The Financial Times proposes to publish this survey on:

8th May 1990

For a full editorial synopsis and advertisement details, please contact:

Ruth Pincombe at
Financial Times (Benelux) Ltd
Rue Ducale 39, Hertogstraat
B-1000 Brussels, Belgium
Tel: (02) 5132816, Telex: 64219,
Fax: (02) 5121404

or Lindsay Sheppard
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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

UK COMPANY NEWS

Rugby chief set to tackle new challenge with ECC

By Andrew Taylor, Construction Correspondent

MR ANDREW TEARE, a key figure behind the growth of Rugby, the UK cement group, into a successful diversified building materials business, is leaving the company to become chief executive of ECC Group - formerly English China Clays, the minerals and construction group.

Mr Teare, 47, has been managing director of Rugby since 1984. Since 1985 the group's profits have risen every year, increasing from £22m to £89.7m.

During that time Rugby has expanded into joinery in the UK, Australia and the US and developed a steel reinforcement business, currently supplying the Channel tunnel project.

ECC generates about half of its profits from china clays or kaolin, used mainly in papermaking, and also has aggregates and



Andrew Teare takes over from Stan Dennison in June

housebuilding businesses, including a 29.9 per cent stake in Bryant, the UK housebuilder which ECC unsuccessfully tried to acquire in 1988.

ECC warned in February that profits would fall this year.

Lord Chilver, the group's chairman, blamed flat demand from the paper industry and high interest rates for the decline.

The group's share price rose 12p to 370p following the announcement of Mr Teare's appointment.

Mr Teare, who leaves Rugby in June, will take over from Stan Dennison, the current ECC chief executive who is retiring because of ill health.

Mr Peter Carr, previously managing director of John Carr, the UK joinery company acquired by Rugby in 1985, will become managing director of Rugby.

Mr Geoffrey Higham, Rugby's chairman, said: "We are sorry to lose Mr Teare, who has done a good job for Rugby. One of things he has done is to build an excellent management team which will stand us in good stead now that he is going. Mr Carr is also an excellent replacement."

Rugby's share price fell 4p to 155p yesterday.

Daily Mail makes £9m recommended bid for Hobsons

By Clare Pearson

DAILY MAIL and General Trust, the UK newspaper group, has launched an £8.9m recommended cash offer for Hobsons Publishing, the Cambridge-based group.

Directors and their families have given irrevocable undertakings to accept in respect of 39 per cent of the shares. The bidder owns an additional 4.3 per cent of the equity.

The offer, being made by the Daily Mail and General Investments subsidiary, is pitched at 255p per share. This is just 5p higher than the price at which Hobsons joined the stock market in early 1987, but represents a 34 per cent premium over the closing price on April 12.

The acquisition of Hobsons, which publishes educational, vocational, scientific and industrial material, is part of a plan by DMGT to build up Harmsworth Media, its non-newspaper publishing division.

The company said Hobsons would add an information and database publishing side to Harmsworth, where the

existing titles include The Field and Shooting Times. DMGT also has a majority investment in Euromoney Publications, the publisher of magazines for the financial markets.

A troublesome acquisition, poor overhead control and computing problems drove Hobsons into a pre-tax loss of £520,213 last year, which compared with a restated profit of £849,499.

The main problem was a loss at Bodytalk, a health magazines and exhibitions group, which Hobsons claimed overstated its financial position when it was acquired in August 1988. But a failed computer installation programme and inadequate financial controls added to its woes.

Hobsons said that while measures had been taken to return the company to profitability, the recovery would be more assured with the financial backing of the DMGT group, which owns the Daily Mail and the Evening Standard.

Mr Adrian Bridgewater is to remain as executive chairman.

Cresta sells its trust subsidiary in refocusing

By Ian Hamilton Fawcett

CRESTA Holdings, the Isle of Man-based company which is shifting its focus into health care for the elderly, has sold its trust and administration subsidiary to UAI Merchant Bank of South Africa at a profit of more than £2m.

The Associated Trust Company, also Isle of Man-based, was bought for £285,000 in 1986. It contributed £490,000 of Cresta's £6.5m profits last year. The sale is for £3.05m, plus the repayment of £450,000 inter-company loans and interest.

The deal has to be approved by the Isle of Man Financial Supervision Commission, as well as the South African

reserve bank. The buyer also has to get South African government approval under exchange-control regulations to export the capital involved.

Money from the sale will help fund expansion in the UK. Cresta registered its 380th nursing home bed this week and has four new homes under construction. It expects to have 1,000 beds registered by the end of 1991.

Cresta retains its original garages and property interests on the Isle of Man but has always said it would sell the trust business if a suitable offer were made.

NEWS IN BRIEF

ASSOCIATED PAPER INDUSTRIES: Chairman told shareholders of an improving trend in the company's trading and stronger demand for its products. The statement accompanied a circular outlining details of the sale of API Hydraulics and P Garnett & Son and the proposed sale of Purification Products.

BRENT CHEMICALS: International has paid £1.8m cash for Jansen Hasenoechrl, a West German manufacturer of water and solvent-based laminating adhesives and ultraviolet varnishes used in the printing and packaging industries. Jansen had sales of £5.5m and profits of £430,000 for the year to end-June 1989. Tangible net assets at year-end totalled £290,000.

HEWITSON has acquired Construction Material Services for an initial £470,000 cash and a further payment of up to £205,000 cash. North Humberstone-based CMS processes, prepares and distributes pulverised fuel ash, recovered from coal-fired power stations, and a range of cements and cementitious grouts used in the construction industry.

MOLINS: Leucadia owns or has received acceptances in respect of 10.48m ordinary shares (34.87 per cent) after acceptances in respect of 2,000 ordinary (0.1 per cent). The condition of the offer relating to the US Hart-Scott-Rodino Antitrust Improvement Act has now been fulfilled. The offer will remain open for acceptances for 14 days, unless further extended.

NSM has expanded its building materials and services division with the acquisition of Coolplan, a specialist distributor of

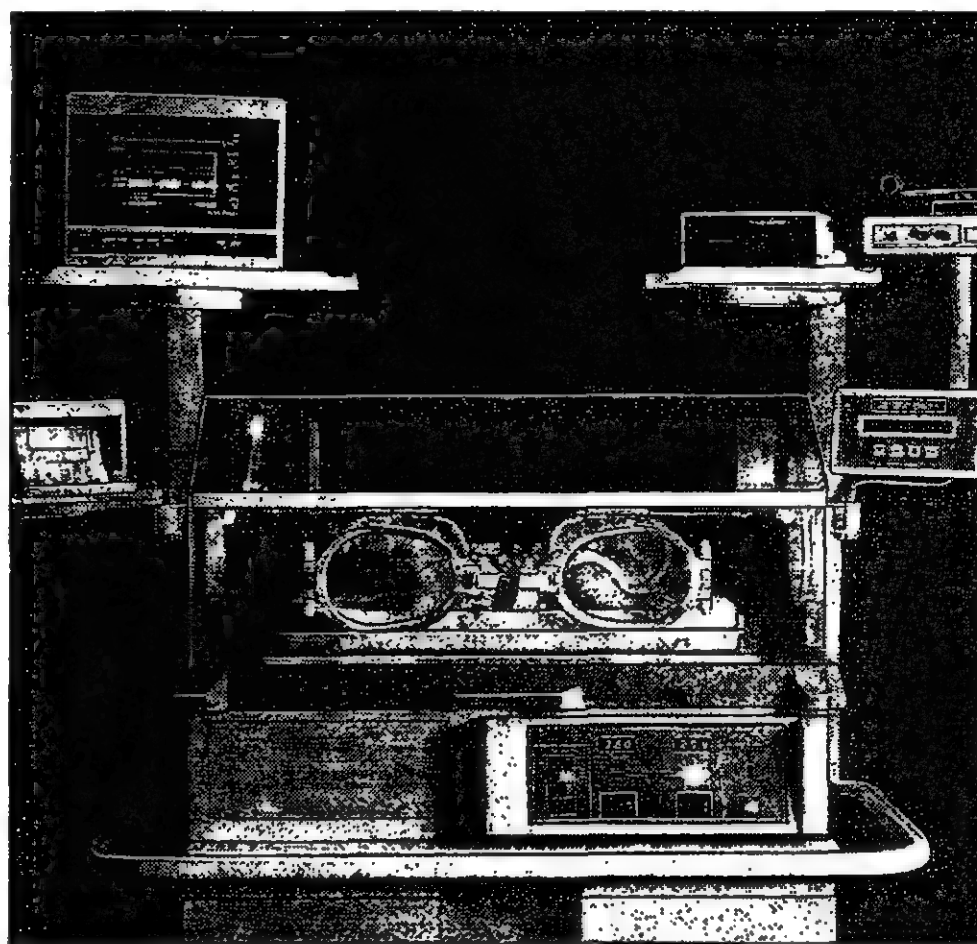
air conditioning and refrigeration equipment, for £500,000. Consideration payable as to £74,535 new ordinary shares and cash.

TRACE COMPUTERS has, through its Wordflow subsidiary, bought 51 per cent of Wespac for £30,000 via the issue of unsecured loan notes and cash. Through Wordflow, Trace has the right to buy the outstanding 49 per cent between 1991 and 1995. Wespac markets computer and office consumables.

TRUSTHOUSE FORTE is extending its roadside operations into Continental Europe through a joint venture with Repsol, a leading supplier and retailer of petrol in Spain. The object is to develop some 100 units, styled on THF's popular Travelodge and Little Chef brands, at prime highway locations over the next five years.

WAGON INDUSTRIAL Holdings has acquired the business and certain assets of Vierod and Woods, a specialist fabricator of carbon and stainless steel process plant, for £271,574. Of this sum, £285,000 is being satisfied by issue of 84,934 new ordinary shares.

WILKES (JAMES) has acquired Euro-Holzverwertung, an Austrian beamster maker, for about £1.8m. In addition it is to convert £1m of preference shares into ordinary shares at a 5 per cent premium to the existing market price. This is subject to approval at the May 8 EGM, when shareholders will also be asked to approve the resolutions necessary relating to the acquisition of Easterbrook Allcard.



The Company health check.

This advertisement has been issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an invitation to any person to subscribe for or to purchase any securities in The Fleming European Fledgeling Investment Trust plc ("the Company").

Application has been made to the Council of The Stock Exchange for the admission of up to 80,000,000 ordinary shares of 25p each in the Company and up to 16,000,000 Warrants to subscribe for ordinary shares of 25p each in the Company ("Warrants") to the Official List.

THE FLEMING EUROPEAN FLEDGELING INVESTMENT TRUST PLC

Incorporated in England, Registered No. 24311428

Introduction to The Stock Exchange

Copies of Listing Particulars dated 20 March 1990 relating to the Company are available in the statistical services maintained by Exel Financial Limited. It is anticipated that copies of Supplementary Listing Particulars following the final determination of the capital of the Company will be available in the statistical services from 24 April 1990.

Copies of the Listing Particulars are available for collection only during usual business hours from the Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD on any weekday (Saturdays excepted) up to 20 April 1990 and may be obtained during usual business hours up to and including 2 May 1990 from the registered office of the Company at 25 Copthall Avenue, London EC2R 7DR, and from the Sponsor:

ROBERT FLEMING & CO. LIMITED

25 Copthall Avenue
London
EC2R 7DR
16 April 1990

COMINCO RESOURCES INTERNATIONAL LIMITED NOTICE OF MEETING OF HOLDERS OF WARRANTS

A meeting of the holders of common share purchase warrants ("Warrants") of the Corporation issued under a warrant indenture between the Corporation and The Royal Trust Company (the "Trustee") dated as of May 15, 1987 (the "Warrant Indenture") will be held at the Four Seasons Hotel, Vancouver, British Columbia, Canada on Wednesday, May 10, 1990, at 11:00 a.m. to amend the Warrant Indenture to:

- extend the time within which all Warrant holders, other than Cominco Ltd., must exercise their Warrants to the close of business on Monday, May 28, 1990;
- provide for the transfer to Cominco Ltd. of all Warrants that are not exercised by holders thereof prior to the close of business on Monday, May 28, 1990;
- extend the time within which Cominco Ltd. may exercise its Warrants to the close of business on Tuesday, May 29, 1990; and
- authorise the execution and delivery of a supplemental indenture implementing the proposed amendments.

As the Warrants are in the bearer form, only persons who produce Warrant certificates at the meeting will be entitled to attend and vote at the meeting.

Purpose of the Proposed Transaction

Cominco Ltd., the principal shareholder of the Corporation, holds approximately 61% of the issued and outstanding common shares of the Corporation.

In May 1987, the Corporation issued 22,400,000 Warrants of which 19,000,000 were issued to Cominco Ltd. for mineral properties acquired by the Corporation from Cominco Ltd. on the formation of the Corporation. The balance of 13,400,000 Warrants was issued to the public as part of the initial public offering of the Corporation under a prospectus dated May 6, 1987 that qualified an offering of 13,400,000 Units, each consisting of one common share and one Warrant. As at April 1, 1990, a total of 22,778,529 Warrants were outstanding. The outstanding Warrants held by persons other than Cominco Ltd. represent 4,548,801 common shares of the Corporation or 8.8% of its common shares on a fully diluted basis. Three Warrants entitle the holder, upon payment of the exercise price of \$2.70 per share, to purchase 1.02 common shares of the Corporation until May 26, 1991. The original terms of the Warrants were adjusted to account for a subsequent rights offering by the Corporation.

The Corporation wishes to ensure that its exploration and development activities for 1990/91 are funded as originally planned through a treasury issue of common shares on the exercise of Warrants. While it is hoped that this can be accomplished through the exercise of Warrants by current Warrant holders, there is no assurance that this will occur if current market conditions prevail. If the Warrants are not exercised, working capital will need to be obtained by alternate means. The Warrants will expire valueless and the Corporation will be subject to a tax liability on funds received by it on the issuance of the Warrants which would not arise if the Warrants were exercised.

On April 5, 1990, Cominco Ltd. agreed to guarantee the exercise of the Warrants by acquiring and then immediately exercising all Warrants that have not been exercised at the close of business on May 28, 1990. In order to implement the agreement, the Warrant Indenture must be amended to extend the exercise period of the Warrants and to effect the transfer of unexercised Warrants to Cominco Ltd.

Warrant holders will not receive any compensation as a result of the amendment of the Warrant Indenture or the transfer to Cominco Ltd. of their expiring Warrants. In the opinion of the Corporation, neither Warrant holders nor common shareholders of the Corporation are prejudiced in any way or under any circumstances by the guarantee of the exercise of the Warrants by Cominco Ltd. It is hoped that all Warrant holders will exercise their Warrants. The guarantee by Cominco Ltd. is not intended to discourage Warrant holders from exercising their Warrants at any time before the close of business on May 28, 1990 and only affects unexercised Warrants.

Provisions of the Warrant Indenture

Under the Warrant Indenture, Warrant holders may amend the Warrant Indenture by an extraordinary resolution that is carried by at least 66 2/3% of the votes given on a poll at a meeting of Warrant holders at which a quorum is present. An extraordinary resolution duly passed is binding upon all Warrant holders.

The proposed transaction has been approved by the Toronto and Vancouver stock exchanges. Application has been made to the Supreme Court of British Columbia for an exemption from certain provisions of the Canada Business Corporations Act.

Additional information may be obtained from the Corporate Secretary of the Corporation at its head office at 2200 - 200 Granville Street, Vancouver, British Columbia, Canada, V6C 2R2, (604) 682-0611.

UK COMPANY NEWS

EIS engineers rise to £11.9m

By John Thornhill

EIS GROUP, the acquisitive specialist engineer, yesterday unveiled a 25 per cent expansion in taxable profits for 1989. The increase, from £9.58m to £11.95m, was achieved on turnover ahead 40 per cent to £156.77m (£112.04m). About 48 per cent of profits emanate from overseas.

EIS's fluid seals and power transmission couplings side benefited from buoyant demand and reported pre-tax profits of £4.16m (£3.31m). The process equipment division also experienced good growth with profits up from £2.5m to £4.0m.

But the restructuring of the aircraft and precision engineering division resulted in a slight fall in profits to £2.63m (£2.68m). A new galley factory was opened in Wales during the year and other businesses were relocated or sold.

"The aircraft industry has been buoyant for the last three years and in the light of that we built a totally new factory in Wales to cope with the strong market," said Mr Peter Haslehurst, chief executive.

Capital expenditure totalled £6.9m but the company still ended the year with net cash of £12.5m.

Earnings per share grew to 27.7p (24.7p). The recommended

final dividend is raised to 7.7p bringing the total to 10.45p (9.36p).

COMMENT

EIS has rolled out yet another year of solid growth and there seems little reason to suppose the trend will not continue. The company's 38 subsidiaries have such diversified interests - ranging from refitting Egyptian T54 tanks to manufacturing galley for many of the world's airlines - and such a strong overseas presence that they are well protected from any economic squalls in the UK.

The company's big capital expenditure programme should pay dividends in coming years, and its strong balance sheet will also enable it to expand by acquisition - its reputation for circumvention alloying most fears that it might do something rash. The only doubts concern those that afflict all UK engineering companies, namely the general economic uncertainties that have hit others such as McKechnie. Still, EIS's presence in the seemingly more secure heavy end of the engineering sector and the strength of its management fully justifies the above-average prospective rating of 2.5 assuming pre-tax profits of £13.5m.

Havelock Europa recovering with £0.31m for 8 months

By James Huxton, Scottish Correspondent

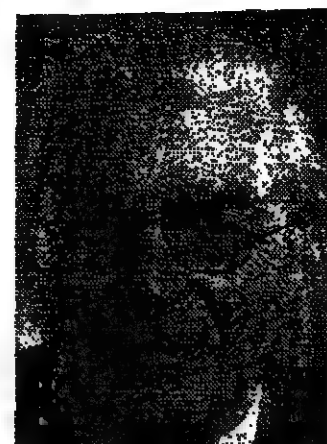
THE MANAGEMENT which last summer took over Havelock Europa, the ailing shopfitting company, yesterday produced results which it said showed that the company was returning to financial health, and held out the prospect of "extended growth" in the future.

Havelock reported pre-tax profits of £312,000 for the eight months to the end of 1989, compared with £52,000 for the full year to April 21 1989. The irregular reporting period is being used to bring the company's accounts onto a calendar year basis.

Sales were £32.79m (£29.54m). Mr Lewis Robertson, the company director, came in as chairman last year at the instigation of institutions led by Scottish Amicable, when the company got into difficulties, having made profits of £4m for the year to April 1988.

The old management was largely removed and Mr Hew Balfour became chief executive.

"They diagnosed the problems of the company, which produces and installs high quality shopfittings, often at short notice, as managerial rather than financial. In the retail boom of the late 1980s Havelock pursued turnover at all costs, taking on some ill-judged



Lewis Robertson: brought in by institutions

contracts which were handled by a sprawling organisation under lax control, causing substantial losses.

Mr Robertson said that the new management arrived before problems at group level had had time to impair "the generally excellent reputations for quality, reliability and service enjoyed by the operating units".

Under the new management Havelock, now based at Dalgety Bay, Fife, cut back its manufacturing units from about a dozen, spread across Britain, to just three main centres in Dalgety Bay, Inchinnan near Glasgow and Nottingham. It said it had improved its co-ordination of contracts and tightened financial controls, reducing debtors by £5.5m, creditors by £3.4m and borrowings by £2.4m.

Mr Balfour said that Havelock began the year with its order book at an unprecedented level for the period with orders from stores chains led by H&M, Marks and Spencer and Woolworths, who he believed would spend heavily on refurbishments over the next two years in spite of the downturn in consumer spending.

The company is also diversifying into fitting out banks and building societies, hospitals, museums, laboratories and smaller shops.

It is creating new productive capacity by moving towards just-in-time production at its plants, beginning with Nottingham. The aim is to cut manufacturing lead times from eight weeks to one week and reduce inventories and work in progress.

Mr Robertson expects the annual productive capacity of the Nottingham plant to reach £100m next year from £25m now.

Mr Robertson said that the physical facilities of the group represent capability unique certainly in the UK and perhaps in Europe and there are major opportunities for exploiting this.

He said that while this year's half yearly results were likely to show relatively low profits, because payment on the high manufacturing activity would mainly come in the second half, he expected the full year to "register a major stage on the group's trajectory of improvement".

Earnings per 10p share improved to 1.6p (1.4p) and Havelock is paying a dividend of 2.5p which it said maintained the equivalent of last year's total of 3.6p.

Downturn in second half cuts How to £5.18m

IN SPITE of the inclusion of an exceptional credit of £1.18m from the disposal of investments, profits of How Group, the building services contractor, declined by 18 per cent to £5.18m before tax for 1989.

At six months, profits were £400,000 higher at £2.44m and the directors expressed confidence for the future. In the event, the second half saw profits fall from £4.34m to £2.74m.

Turnover for the year expanded from £179.14m to £223.53m and gross profits worked through at £34.08m (£31.34m) before taking account of a £5.1m rise in administration expenses to £30.85m.

Excluding exceptional, undiluted earnings totalled 6.23p (5.77p) with the fully

diluted figure emerging at 5.58p (5.47p).

A final dividend of 2.25p makes a 3.6p (3.275p) total.

Contributing factors for the profit setback were construction delays, start-up costs and contractual disputes within the engineering services division.

Looking ahead, the directors believed that their policy of active organic growth gave opportunities for advancement.

They pointed out that each division was extending and varying the range of its activities and was seeking new markets in sectors it understood.

The level of current contracts was expected to produce improved results for 1990.

The shares closed 2p down at 58p.

NEWS DIGEST

Triefus profits jump 60%

TAXABLE PROFITS at Triefus, the diamond tool manufacturer and contract drilling group, rose 60 per cent, from £1.6m to £2.57m, in the year ended December 31, 1989.

The increase came on turnover ahead some 10 per cent at £22.29m (£20.45m), and was struck after higher interest charges of 257,000, against £411,000.

After tax of 2755,000 (£205,000) and minorities £431,000 (£286,000), earnings per share emerged at 12.96p (8.22p) and the proposed final dividend is raised to 2p for a 4p (3p) total.

An extraordinary credit of £82,000 related to profit on disposal of listed investments, less losses on disposal of subsidiaries.

Purchase for up to £7.29m by Inishtech

Inishtech, the industrial holding company, which is a subsidiary of James Crean Group, is buying Droyhurst Group, an Essex-based marketing concern, for a maximum £7.29m. As part of Inishtech's fund-

ing arrangements it is raising £6m (£5.9m) gross by a placing of 1.17m A ordinary at 155.15 per share.

James Crean is also converting its £3.25m convertible loan notes into A ordinary shares.

Consideration for Droyhurst will be satisfied by an initial £5.69m, cash and £800,000 in loan notes. There will be further profit-related payments to a maximum £1m.

Droyhurst reported profits of £1.22m on sales of £3.55m in the year to end-August 1989. Net assets at February 23 were £1.54m.

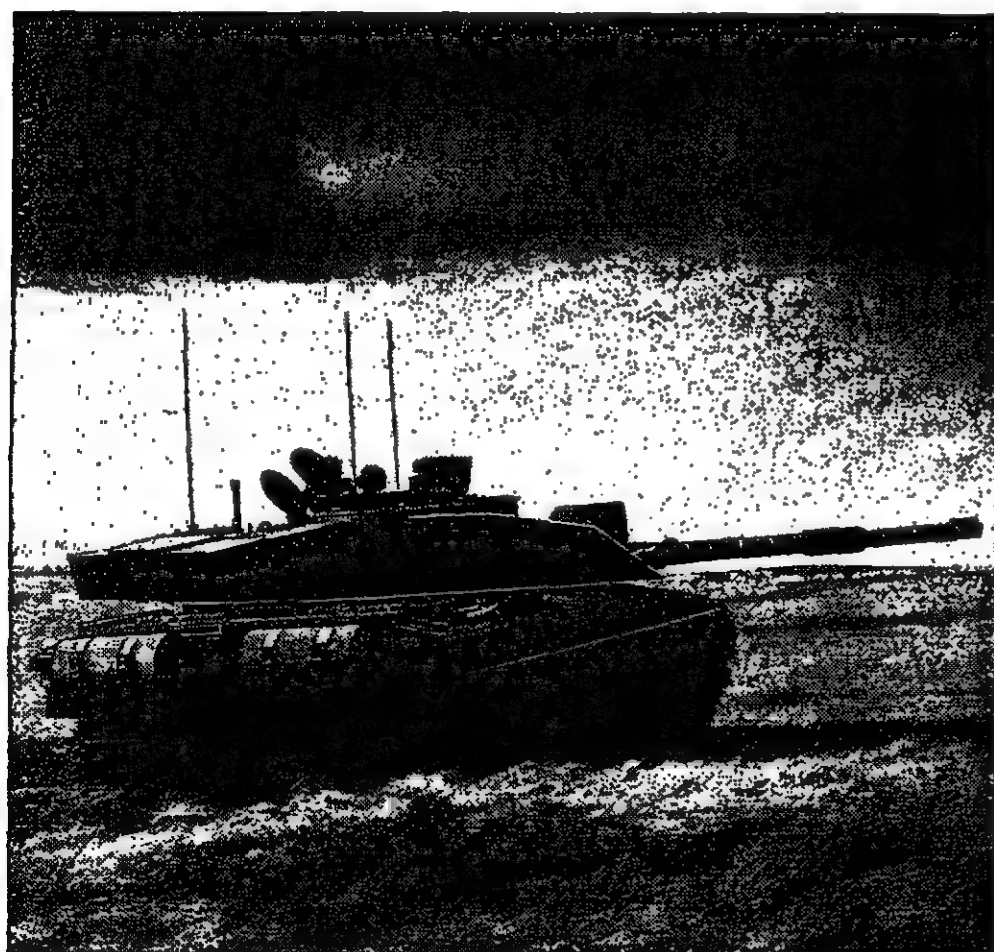
F&C Pacific net assets rise 21%

The net asset value of F&C Pacific Investment Trust stood at 234p per share at January 31 1990, an advance of 21 per cent over its financial year.

By the end of March, however, net assets had fallen to 219.7p per share. The figure, a decline of 6.1 per cent on the year-end, compared with a currency adjusted fall of 24.2 per cent in the Japanese stock market.

Attributable revenue for the year slipped from £2.21m to £2.04m.

Earnings per share eased from 2.07p to 1.52p but the total dividend is raised to 1.4p (1.2p) via a proposed final of 0.9p.



The Company think tank.

YORKSHIRE BUILDING SOCIETY

£10,000,000 Floating Rate Subordinated Notes due 1999

In accordance with the terms and conditions of the notes, notice is hereby given that for the three months period from April 11, 1990 to July 11, 1990 the notes will carry an interest rate of 10 per cent (including the margin of 0.75 per cent).

The coupon amount to be calculated payable on July 11, 1990 will be £2,980.04 for the denominations of £100,000.

Agence Générale de Luxembourg S.A. Agent Bank

OKOBANK

US\$ 100,000,000 Floating Rate Subordinated Notes due 1991

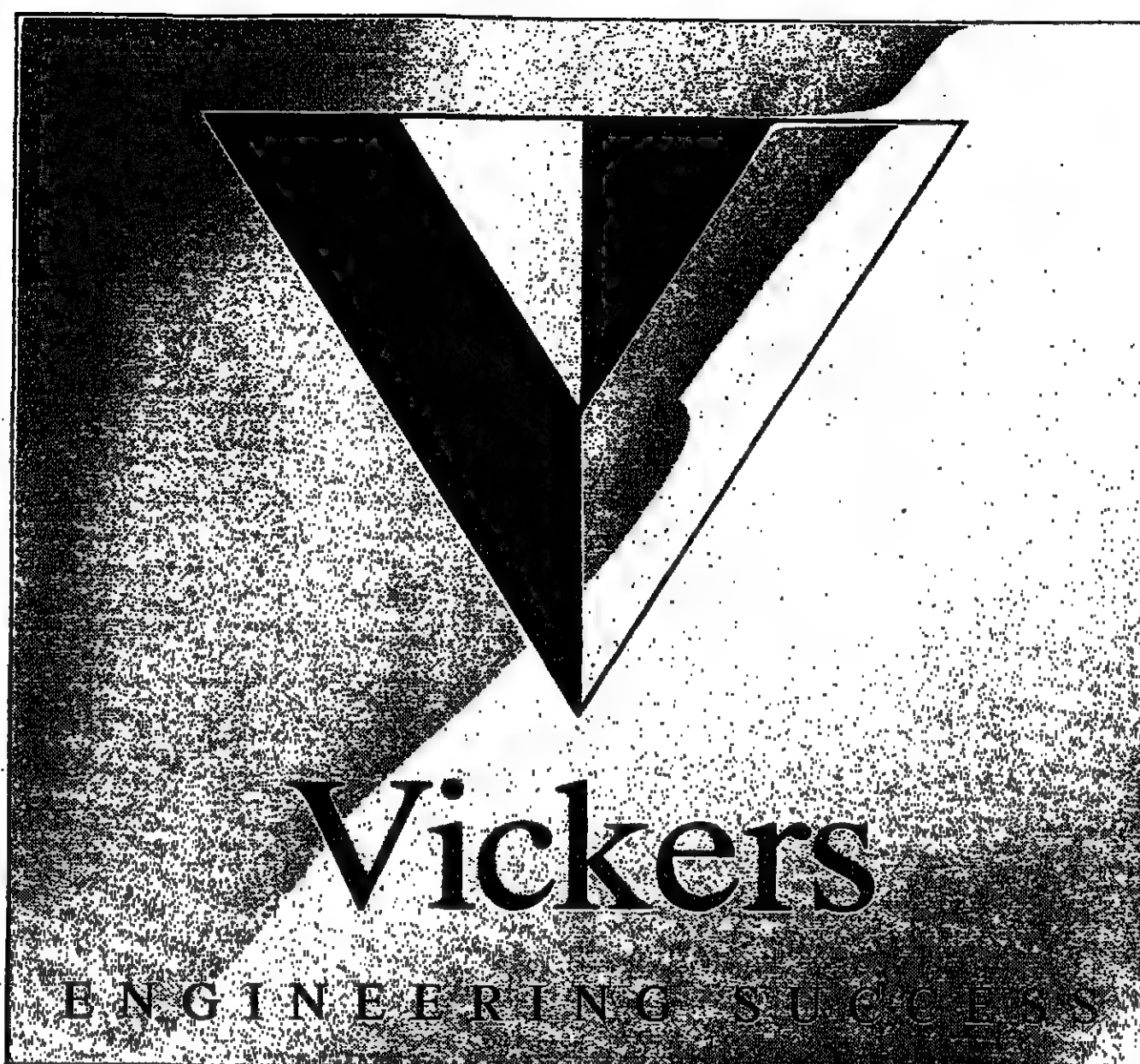
In accordance with the terms and conditions of the notes, we hereby give notice that the annual interest rate for the period of April 17, 1990 to October 15, 1990 will be 5 1/4 %, interest payable will be US\$ 4,42.50 per coupon for US\$ 10,000 denomination notes.

BANQUE GENERALE DU LUXEMBOURG Société Anonyme Agent Bank



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Our recently-acquired subsidiary Cantieri Riva makes luxury powerboats which enjoy the same sort of reputation among the discriminating and the nautically-inclined.

Our marine interests include some of the most sophisticated civilian and defence engineering manufacturers in the world, including Sweden's KaMeWa, which provided the water jets for the Atlantic record-breaker Gentry Eagle.

Our Medical Division is the world leader in baby incubators as well as producing patient monitoring

systems and diagnostic equipment. All fields in which quality of design and manufacture can often be - quite literally - matters of life or death.

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Vickers has established itself as a world leader in quality engineering through its strategy of building international businesses which have strong brands and premium products. But does our financial performance measure up to the quality of our products?

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Over the past six years, our pre-tax profits have grown steadily from £19.5 million to £83.6 million.

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In an increasingly volatile business environment, there's no safeguard more effective than having - and being recognised as having - the highest standards in the market.

Behind this confidence lies a single-minded and continuing commitment to investing in a balanced range of companies where the Vickers expertise, resources and philosophy of product excellence can maximise customer satisfaction, career opportunities and shareholder value.

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But when it comes to creating lasting success, as opposed to short-term gains, can you think of a better approach?

igest

Yorkshire Radio shares fall 55p on warning

Midsummer board withdraws support for Euro Leisure bid

£50m to £500m, putting gearing at 38 per cent. It was expected that this would come down to 30 per cent by the year end.

Mr Oet stressed that the second six months should be better for McKechnie, although he expected no improvement in trading conditions. Apart from the tradition in the industry, however, of halving the impact of destocking and high interest rates would be less, while the benefits of cost cutting would be greater.

The group also announced the acquisition, for about £2m, of Injection Moulded Plastics. Expected sales of about £8m and, until recently, had been making a loss.

McKechnie's earnings per share fell to 10.5p (14.5p). The interim dividend is held at 5p.

COMMENT

McKechnie's exposure to such languishing UK markets as house building and consumer products has been a predictable factor behind the undermining of profits. Less so to foresee was the puncturing of the overseas cushion, particularly at McCourtney Plastics, which had not been asked to make the same rigorous contingency plans as its UK cousin. As a result, the worst is over in terms of both destocking and the expense of redundancies and reorganisation. A second half improve-

Michael Ost (left), chief executive, Jim Butler (right), chairman, and Stuart Moberley, finance director

THE DIRECTORS of Midsummer Leisure, the pub, disco and smoocher club operators, yesterday advised shareholders not to accept an offer for the company's shares. The offer, only a fortnight after they recommended the same offer by European Leisure, the nightclub and leisure group.

Mr Michael Ward, chairman and chief executive of European Leisure, said: "I am sure that the directors of this U-turn. At joint presentations with me to institutions last week, directors of Midsummer Leisure made it clear they had a overwhelming preference for me over with us rather than continuing to be independent." When the Midsummer directors irrevocably pledged their 15.1 per cent stake to accepting the all-paper offer, the company's share price stood at 80p, valuing each Midsummer share at 175p.

Midsummer said last night, after the market closed: "In subsequent days, the price of European Leisure shares fell to 60p, leading to shareholders on April 9, Mr Adam Page, chairman of Midsummer Leisure, noted that this must be a major concern in assessing the overall benefits of the offer to shareholders of Midsummer Leisure."

It added that accordingly,

the directors of Midsummer had been unable to give a firm recommendation to shareholders at that time.

Although there has been a partial recovery in the share price of European Leisure, the value of the offer remains substantially below that originally announced and continues to be surrounded by significant uncertainty.

Before the Midsummer announcement, shares in European Leisure had closed at 145p on the day. At that level, its offer valued each Midsummer share at 154p. Shares in Midsummer closed unchanged at 122p.

The directors of Midsummer Leisure said that the combination of Midsummer and European Leisure would command the confidence and support of the stock market following the recent adverse change in sentiment to the leisure industry.

Accordingly, the directors of Midsummer Leisure consider it is in the interests of shareholders that the proposed combination should not proceed. The directors, who have been advised by J. Henry Schroder Wagg, are therefore unanimously recommending shareholders to reject the offer by European Leisure.

BTR faces prospect of anti-bid bill being passed

By Karen Zeser In New York

bring down borrowings through disposals and, possibly, a new injection of capital.

Peters' shares were static at 18p yesterday. The shares have fallen sharply from over 60p at the start of the year. Peters first warned the City of the likelihood of losses.

The group has been hit by the downturn in the UK design market. Its UK design business was profitable in the first half, albeit at a greatly reduced level. It has also suffered recently from the withdrawal of its US interests. These include Hambrecht Terrell, the retail design consultancy acquired two years ago for \$10m (25m), and its recently established new venture, a retail design business in New York.

Turnover rose to \$23.12m (£14.9m), but Peters fell 12p

equity finance with Hosiery Associates, its brokers.

Originally Peters had hoped to build a diversified international design business by acquisition and start-ups. After this year's problems it has decided to retrench back to its original design business and to design businesses. After the disposals it will have a network of businesses in Europe, with offices in Toronto and New York employing fewer than 400 people, comparable with the 400 in 1970.

Mr. Farnfield said the group should continue to profit at the operating level in the second half. The New York packaging and product design consultancy was now profitable, he said, and there had been a significant improvement in the US business.

April's advertising revenue was up on the previous year and that the company was continuing its cost-cutting programme.

"It is terribly difficult to forecast. But with the same revenue we will make more profit in the second half because we have cut costs," he said.

See Law

Bowater seeks approval for share buy-in

By Andrew HIN

Bowater Industries, the packaging, printing and industrial materials group, is seeking shareholder approval to buy in up to 5 per cent of its own equity.

AN ANTI-TAKEOVER bill drafted last month in an attempt to thwart BTR's hostile bid for Norton Company of Massachusetts yesterday moved one step nearer to becoming law when it was passed by a joint committee of the state's legislature.

The proposed bill would require companies in Massachusetts to have staggered board elections, replacing no more than one-third of the board each year.

In effect, this could force BTR to wage a two-year proxy fight for Norton. However, a two-thirds majority of the company's shareholders, or its board, could vote to replace the staggered board with a fixed one.

Shares in Norton fell 3 1/4% to \$75 1/4 at mid-day yesterday on the New York Stock Exchange. After BTR's court victory last

that the UK industrial conglomerates might bump up its bid.

It is thought that the Massachusetts legislature will wait for an appeals court ruling before pressing through the proposed anti-takeover legislation.

Norton is appealing against a lower court ruling last week that the company must hold its annual meeting on April 26, rather than postpone it for two months.

A US appeals court will hear oral arguments at 11 am today by the two sides, which will each be given 20 minutes to present their case.

If the court rules against Norton the proposed Massachusetts bill could be passed in a matter of days.

The legislation has an emergency preamble which would make it effective immediately.

shareholders which will follow the group's annual meeting on May 11, Bowater will also seek authorisation to repay its 4.35 per cent preference shares at 96c each, or \$1 per share.

minion to their

A convertible loan. The main funding is coming from National Westminster Bank, in the form of debt.

BSM was founded in 1970, and passed into the Jacobs hands in the early-seventies. It was then run by Sir John, its chairman. Sir Anthony Jacobs, wanted to retire and his son, Sir Simon Jacobs, who is managing director, wished to pursue other interests.

The company has about 2,300 instructors and some 130 branches. Morgan Grenfell said that around 15 members of the management had been the deal.

The Morgan Grenfell Capital Partners fund, set up in November, will usually invest in transactions topping the £30m mark. These will be principally in the UK and in Europe.

The repayment will amount to a total of \$7.1m in cash.

The company also wants shareholders to approve a change of name - from Bowater Industries to plain Bowater.

Production to the Official List

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PRELIMINARY NOTICE OF MEETINGS

- The shareholders are hereby informed that Ordinary and Extraordinary General Meetings will shortly be called with the following agenda:
- 1. Ordinary General Meeting**
- Report of the Board of Directors and Auditors' Reports
 - Approval of the Annual Accounts for 1989 Business Year — Appropriation of Income
 - Approval of Legal Covenants under Article 101 of French Companies Law
 - Ratification of Director's Nomination
 - Company's Repurchase of its Own Stock
 - Authorization to Board of Directors to issue bonds and prepayment bonds
 - Nomination of New Board Members
 - Ratification of the Decision to Release Head Office
 - Settling a ceiling on Board's and related authorities.

- 2) **Extraordinary General Meeting**
- 2a) **Report of the Board of Directors and Auditors' Report**
 - Authorization for the Board of Directors to increase the capital in cash and/or by capitalization and share repurchase
 - On condition precedent and with stockholders' waiver of their pre-emptive right to new shares resulting from the exercising of warrants, authorization for the Board of Directors to issue warrants with warrants attached
- 2b) **Authorization for the Board of Directors to issue new shares, to authorize the Board of Directors to increase the capital in cash and/or by capitalization and share repurchase**
 - increase the capital in cash
 - issue convertible bonds
 - issue convertible bonds with authorization for the Board of Directors to increase the capital in cash and/or by capitalization and share repurchase (JOISA)
 - issue warrants giving the right to buy securities representing a share in the capital
 - issue bonds redeemable into shares
 - issue shares with warrants attached
 - issue other securities
 - grant stock options for future shares
 - issue shares at the request of employees
- 2c) **Setting ceilings on share buy-back raising authority**
 - Authorization for the Board to grant stock option to buy outstanding shares

To be entitled to attend, to be represented or to vote by correspondence at these Meetings:

- holders of registered shares must be recorded in the company's share register at least five days before the date of the Meetings;
- holders of bearer shares must deposit at DEMACHY WCFMFS & CIE (222 rue Saint Honoré 75001 PARIS France) at least 5 days before the date of the Meetings a certificate evidencing that the shares have been deposited with authorized intermediaries until the date of the Meetings.

Copies of draft of the resolutions to be submitted to the shareholders at the Meetings may be obtained from NATIONAL WESTMINSTER BANK PLC, Box No. 82, ~ Canton House ~ Redcliffe Way Bristol BS59 7NH.

Members
Relocate Head Office
and raising authority.

DIVIDENDS ANNOUNCED

| | Current payment | Date of payment | Corres- ponding dividend | Total for year | Total last year |
|----------------|--------------------|--------------------|--------------------------------|----------------------|-----------------------|
| ESG | 7.7 | July 6 | 0.9 | 10.49† | 9.36 |
| F&C Pacific | 1.9 | July 15 | 0.8 | 2.7 | 1.5 |
| Harwick Europe | 2.5† | June 25 | 1 | 2.5† | 3.6 |
| Hew Group | 2.25 | June 25 | 2.25 | 3 | 3.5† |
| McKeezhie | int | June 4 | 3 | - | 14.75 |
| Peters (M) S | int | - | 1.7 | - | 3.7 |
| Thompson C&S | 3 | - | 1 | - | - |
| TriStar | nt | - | 1 | 4 | 3 |

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. SUSM stock. ‡For eight months. †Carries scrip option

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| | July Change | Aug. Price | Sept. Price | Offer + or - Point | Vol. Gr. |
|--|----------------|---------------|----------------|-----------------------|--------------|
| Brown Shipley & Co Ltd - Cooch. | | | | | |
| North American .. | 6 | 64.35 | 64.38 | 68.40 | +0.02 10.35 |
| Grain & .. | 6 | 113.8 | 114.8 | 122.40 | -1.10 10.35 |
| Recovery .. | 6 | 48.36 | 48.34 | 51.50 | -6.31 10.35 |
| Smaller Car Acc .. | 6 | 251.4 | 251.4 | 269.17 | -17.77 10.35 |

Blackmaster Mangement Co Ltd (120039)
19 St Botolph Street, London EC3A 7JJ 01-247-5500

[illegible][illegible][illegible][illegible][illegible]

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Continued on next page

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Money Market Bank Accounts

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar up ahead of trade data

THE DOLLAR and Japanese yen were the centre of attention on the foreign exchanges yesterday. This helped to keep a nervous pound out of the spotlight, but dealers warned that sterling looked vulnerable if UK economic news proves disappointing later this month, or if there is any firming of world interest rates.

Lack of attraction in the other main trading currencies, and speculation that today's US trade figures will be good, provided support for the dollar. The yen was particularly out of favour, while sterling performed only slightly better than the Japanese currency, and the D-Mark was trendless.

Forecasts of the February US trade figures vary widely amid some suggestions that there could be spectacular improvement. A narrowing in the deficit from the January shortfall of \$8.3bn is expected. Most estimates for February have been in the region of \$8bn, but market speculation yesterday suggested the figure could be lower.

Stronger than expected US inflation in March also kept the dollar firm yesterday. Consumer prices rose 0.5 per cent during the month, keeping the year-on-year inflation rate at 5.2 per cent. Based on the first three months of 1990 the

annual inflation rate was 8.5 per cent, the largest gain since the second quarter of 1982. Analysts said the news confirmed that there was no room for an easing of the Federal Reserve's monetary stance but also suggested that higher interest rates were unlikely in the near term.

At the close in London the dollar had advanced to \$159.90 from \$158.20 last Thursday (\$159.30 on Monday in New York), to DM1.6780 from DM1.6730 (DM1.6783), to SF1.4900 from SF1.4890 (SF1.4893), and to FF5.6375 from FF5.6235 (FF5.6380). Its index rose to 68.7 from 68.2.

There was no conclusive evidence that the Bank of Japan supported the yen yesterday, and dealers suspected this was because the central bank fears it will be forced to intervene heavily after the US trade figures are published. Low Japanese interest rates weighed on

the yen, with the dollar touching ¥160.20 in London, before finishing at the highest level since December 1986.

The D-Mark rose to a record high of ¥35.35 from ¥34.55 against the yen, but otherwise traded quietly, rising to FF5.3615 from FF5.3605 against the French franc and to L734.95 from L734.50 in terms of the lira.

Concern about the UK political situation and fear of rising inflation depressed sterling. The pound was also nervous ahead of British economic data, including retail sales, today; money supply and bank lending next Monday; and the trade figures on Wednesday. Sterling fell 1/2 cent to \$1.6345 in London yesterday. It also declined to DM2.7400 from DM2.7475, and to FF5.2150 from FF5.2325, but was unchanged at SF2.4350, and rose to ¥261.25 from ¥259.75. Its index shed 0.3 to 86.7.

EMS EUROPEAN CURRENCY UNIT RATES

| | Unit | Rate | % change | % change | % change |
|-------------------|------|---------|----------|----------|----------|
| | | | vs. 1989 | vs. 1988 | vs. 1987 |
| Belgian franc | 100 | 42.2500 | +0.21 | +0.21 | +1.5508 |
| German D-Mark | 100 | 2.00480 | -0.11 | -0.11 | +1.1762 |
| French franc | 100 | 6.55950 | +0.09 | +0.09 | +1.5258 |
| Italian Lira | 100 | 2.36000 | -0.18 | -0.18 | +1.5672 |
| Spanish Peseta | 100 | 166.637 | -0.12 | -0.12 | +1.6889 |
| Portuguese Escudo | 100 | 200.482 | -0.26 | -0.26 | +1.2705 |

Source: Reuters. % change vs. 1989, % change vs. 1988, % change vs. 1987.

POUND SPOT-FORWARD AGAINST THE POUND

| | Spot | 1 month | 3 months | 6 months | 12 months |
|-----------|--------|---------|----------|----------|-----------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Commercial rates shown towards the end of London trading. Six-month forward dollar \$23.51 against £1.00.

DOLLAR SPOT-FORWARD AGAINST THE DOLLAR

| | Spot | 1 month | 3 months | 6 months | 12 months |
|-----------|--------|---------|----------|----------|-----------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Commercial rates shown towards the end of London trading. Six-month forward dollar \$23.51 against £1.00.

EURO-CURRENCY INTEREST RATES

| | 3 months | 6 months | 9 months | 12 months | 15 months | 18 months | 24 months |
|-----------|----------|----------|----------|-----------|-----------|-----------|-----------|
| US dollar | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 |
| US dollar | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 |
| US dollar | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 |
| US dollar | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 |
| US dollar | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 | 5.75 |

Long term Eurodollar: two years 5.75-5.94 per cent; three years 5.75-5.94 per cent; four years 5.75-5.94 per cent; five years 5.75-5.94 per cent. Short term rates are for US dollars and Japanese Yen; others, two day rates.

EXCHANGE RATES

| | US dollar | DM | FF | Yen | Swiss | Italian | Spanish | Portuguese |
|-----------|-----------|--------|--------|--------|--------|---------|---------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Yen per 1,000; French Fr. per 100; Lira per 1,000; Swiss Fr. per 100.

FINANCIAL FUTURES AND OPTIONS

LIFT LONG GILT FUTURES OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 187 Put 160. Previous day's open, Call 274 Put 147.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

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LIFT EURO DOLLAR OPTIONS

| | Strike | Call | Put | Settlement |
|-----------|--------|--------|--------|------------|
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |
| US dollar | 1.6345 | 1.6345 | 1.6345 | 1.6345 |

Estimated volume total, Call 150 Put 125. Previous day's open, Call 176 Put 105.

LIFT EURO DOLLAR OPTIONS

| | | | | |
|-----|-------|-------|-------|-------|
| Jan | 91.27 | 91.47 | 91.27 | 91.47 |
| Feb | 91.27 | 91.47 | 91.27 | 91.47 |
| Mar | 91.27 | 91.47 | 91.27 | 91.47 |
| Apr | 91.27 | 91.47 | 91.27 | 91.47 |
| May | 91.27 | 91.47 | 91.27 | 91.47 |
| Jun | 91.27 | 91.47 | 91.27 | 91.47 |
| Jul | 91.27 | 91.47 | 91.27 | 91.47 |
| Aug | 91.27 | 91.47 | 91.27 | 91.47 |
| Sep | 91.27 | 91.47 | 91.27 | 91.47 |
| Oct | 91.27 | 91.47 | 91.27 | 91.47 |
| Nov | 91.27 | 91.47 | 91.27 | 91.47 |
| Dec | 91.27 | 91.47 | 91.27 | 91.47 |

STANDARD & POOR'S 500 INDEX
\$500 Index Index

| | | | | |
|-----|--------|--------|--------|--------|
| Jan | 444.25 | 445.00 | 444.25 | 445.00 |
| Feb | 444.25 | 445.00 | 444.25 | 445.00 |
| Mar | 444.25 | 445.00 | 444.25 | 445.00 |
| Apr | 444.25 | 445.00 | 444.25 | 445.00 |
| May | 444.25 | 445.00 | 444.25 | 445.00 |
| Jun | 444.25 | 445.00 | 444.25 | 445.00 |
| Jul | 444.25 | 445.00 | 444.25 | 445.00 |
| Aug | 444.25 | 445.00 | 444.25 | 445.00 |
| Sep | 444.25 | 445.00 | 444.25 | 445.00 |
| Oct | 444.25 | 445.00 | 444.25 | 445.00 |
| Nov | 444.25 | 445.00 | 444.25 | 445.00 |
| Dec | 444.25 | 445.00 | 444.25 | 445.00 |

3pm prices April 17

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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Continued on Page 47

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3pm prices April 17

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3pm prices
April 17

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FINANCIAL TIMES
LONDON'S BUSINESS NEWSPAPER

AMERICA

Consumer prices push Dow to an early decline

Wall Street

AFTER an early fall in reaction to a larger than expected gain in consumer prices in March, the broad market recovered somewhat and blue chips rebounded smartly, writes Janet Bush in New York.

At 2pm, the Dow Jones Industrial Average was quoted 6.53 lower at 2,758.53 on low volume of 54m shares, having stood more than 20 points lower within 15 minutes of the opening bell. The Dow had closed 11.26 higher on Monday at 2,769.06, largely buoyed by strong results from IBM.

The buying after the opening drop was mostly concentrated in blue chip issues. Other major indices were still quoted sharply lower at mid-session. The American Stock Exchange Composite Index was quoted 2.30 lower at 354.88 and the Nasdaq Composite of over-the-counter stocks fell by 2.31 to 434.49.

The initial weakness came on news that the Consumer Prices Index, taking out food and energy, surged by 0.7 per cent in March, giving a rise in the CPI so far this year of an annual 4.5 per cent. This is the largest annualised rate of increase in any first quarter since 1981. The index, stripped of its food and energy components, is regarded as a good indicator of the core rate of inflation.

That was followed by news of a stronger than expected 0.7 per cent increase in industrial production in March as well as a 0.4 per cent jump to 83.3 per cent in capacity utilisation. This evidence of some robustness in the manufacturing sector coupled with the jump in consumer prices hit the Treasury bond market hard.

The equity market also focused on the day's batch of corporate earnings announcements. Among featured issues yesterday was NCR, the computer company, which slumped 85¢ to \$65 after it reported net income of 73 cents a share in its first quarter, well below market expectations, compared with 77 cents a share a year

EUROPE

Muted contrast between Paris and Frankfurt bourses

LAST WEEK's contrast between Paris and Frankfurt was muted, but still discernible in yesterday's post-holiday trade, writes Our Markets Staff.

PARIS came off the day's highs as profit-taking started to set in after the market's strong gains over the last two weeks and ahead of the close of the trading account on Friday. However, although the CAC 40 index fell from a high of 2,141.13 it still made a new closing high of 2,126.34, up 3.68. Volume was estimated at around FF2.2bn to FF2.5bn, against last week's levels of more than FF3bn.

Casino, the supermarket group, was one of the day's biggest fallers, dropping FF5.90 to FF152.10 on its acquisition of a 50.7 per cent stake in La Roche Meridionale, another retail group. Brokers said that Casino had paid over the odds for La Roche in an attempt to increase market share and expressed concern about how Casino planned to finance the acquisition.

Michelin, the second most actively traded stock after Eurodisney, rose FF1.60 to FF182 on rumours, described

as most unlikely, that it planned to take over Continental AG of West Germany. Suez came off highs of FF505, but closed FF2.50 higher at FF494 after news of strong results from Société Générale de Belgique.

FRANKFURT gave up its early gains after a day of sluggish trading. The DAX index closing 3.82 lower at 1,914.35 after a rise of 2.74 to 802.73 in the FAZ at mid-session. Volume rose from DM5.7bn to DM5.9bn.

Deutsche Bank opened strongly, up DM8.50 on a letter of intent to set up a joint venture with Deutsche Kreditbank, the main East German state-owned commercial bank; but widespread profit-taking left it DM3 lower on the day at DM801.

Elsewhere among blue chips, chemical shares ran contrary to their usual form by posting broad gains while carmakers, among the market's favourites in the past four months, mostly declined.

Chemicals rose on hopes of dividend increases at Bayer and BASF, and the positive effect from the issue of covered warrants on Bayer by Westdeutsche Landesbank last

week. Bayer climbed DM6.20 to DM314, and BASF DM4 to DM312.50. Among carmakers, Daimler Benz dropped DM10.50 to DM320.50 and BMW by DM5 to DM586 but Porsche, subject of a buy recommendation by B Metzler in Frankfurt, rose DM44 to DM1150, a new high

A German analyst working for a Japanese investment bank in London has produced a directory of "red chips" - her term for companies which will benefit from the restructuring of the Eastern Bloc - which include French and Swiss entrants, as well as a clutch from her home country.

Ms Sibylle Andreessen, writing on German problems and prospects for Yamaichi International (Europe), picks out Accor of France, the first foreign hotel chain to establish a large network of guesthouses in East Germany; CGE (telecoms, cables etc) and SER (domestic appliances) from the same country; and Brown Boveri, the Swiss engineering company, important supplier to the Bundesbahn and to large parts of the German engineering sector.

Yamaichi expects the German market to trade sideways for the next few months, and anticipates volatility. It is looking for a re-rating of the French market and thinks that Swiss engineering and pharmaceutical companies, in particular, will benefit from East German developments.

MILAN rose smartly on foreign and domestic institutional demand for blue chips, as well as continued support from the four large corporate groups ahead of the May local elections. The insurer Generali, which was well bid on Friday, continued to climb, closing L1,090 higher at L40,800 and firming further to L41,100 after hours. Brokers said that Generali was looking attractive once again on asset value arguments, and in the light of its

higher at L10,748 and reached L10,870 in the after-market. Volume was estimated at around L300bn and the Comit index rose 19.34 to 713.04.

AMSTERDAM concentrated on VRG Groep, the paper, business systems and graphics company, which surged after news late on Thursday that VRG had given the papermaker, KNP, permission to increase its stake in VRG to 50 per cent from its current level of 30 per cent. VRG was not planning an equity issue so KNP would have to buy shares in the market, brokers said.

VRG, which also announced better than expected first quarter results, went ex-dividend of FF1.240 but ended the day FF1.50 higher at FF1.7150.

Pirelli Tyre, the Amsterdam-listed subsidiary of the Italian tyre manufacturer, fell FF1.30 to FF1.3450 after announcing that 1990 profits would be flat in 1990 after a 7.9 per cent increase in 1989 profits to FF1.206m. Begemann, the engineering company, was unchanged at FF1.67 after news that the Soviet authorities had approved its takeover of the Russian company Camash. The

transport group Nedlloyd, due to announce its 1989 results today, rose FF1.80 to FF1.0780. In general, stocks closed broadly higher, with the CDS tendency index adding 1.1 to 119.1.

STOCKHOLM was enlivened by strong demand for Ericsson on rumours of a massive order from West Germany. The telecom group's free-B shares rose SKr8 to SKr886 and the Affärsvärlden Generali index closed 7.4 higher at 1,146.9.

ATHENS hit its third record high since the Conservative Party won the general election last week and formed its first government since 1981. The general share index rose 20.51, or 2.54 per cent, to close at 828.23. The index has risen by about 23 per cent since the April 8 election.

MADRID built on recent gains, with the general index adding 1.84 to 267.18 by the end of the open outcry session. All sectors gained except the troubled banking sector. Construction shares rose strongly, with Valdeprives up 100 percentage points to 4,890 per cent of par value. Turnover was estimated at around Pta 10bn.

ASIA PACIFIC

Bad press for Toshiba pulls Nikkei off early highs

Tokyo

BAD NEWS for the electronics sector and an increase in money supply left share prices almost unchanged yesterday after solid gains in earlier trading, writes Michio Nakamoto in Tokyo.

Arbitrage buying helped lift the Nikkei average by over 340 points at the morning close, but the index ended the day with a loss of 1.58 at 28,461.90, against a high of 28,861.52 and a low of 28,335.93.

Losers led winners by 484 to 418 with 176 unchanged. Turnover recovered from Monday's 230m shares to 424m. The Topix index of all listed stocks eased 1.20 to 2,125.57 and, in London, the ISE/Nikkei 50 index rose 2.81 to 1,651.60.

High money supply growth for March, at 11.6 per cent, led to further concern about inflation. Meanwhile, a newspaper report estimated that Toshiba's operating profits for the business year to March, 1991,

would fall 17 per cent.

This triggered widespread selling in Toshiba and other electronic companies. The report pointed to a softening of the semiconductor market since last summer, and predicted lower profits for other semiconductor makers.

Toshiba closed down Y40 at Y1,050, Hitachi by Y40 to Y1,560 and NEC by Y30 to Y2,080. Sony's loss of Y80 to Y8,370 was due to profit-taking as well. Investors were cautious about buying Sony since it has risen about 20 per cent from its March 22 low of Y6,880.

On the more cheerful side, Isuzu Motors and Fuji Electric chemical saw a surge of buying on their joint development of a large capacity battery which could be used for electric automobiles. Isuzu added Y120 to Y770 while Fuji closed at Y1,070 bid, up Y120.

Elsewhere, Nippon Steel, first in volume with 49.3m shares, advanced Y12 to Y680. Mitsui Shipbuilding and Engi-

neering followed with 20.5m shares and gained Y20 to Y845. Mitsubishi Heavy Industries was third in volume with 17.8m shares and rose Y30 to Y930.

Caution was the watchword in Osaka, where the OSE average dropped 221.58 to 30,730.29. Turnover more than doubled to 33.1m shares from 15.4m.

Roundup

POLITICAL concerns moved the two most active markets in the Pacific Basin yesterday, both of them for the better.

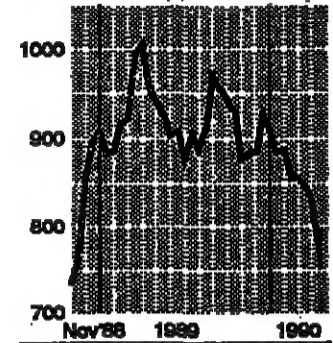
SEOUL rebounded from its lowest levels since November 1988 on rumours that the Government planned to take actions to support the market. The composite index rose 2.4 per cent to close at 766.56, up 19.56, and turnover jumped to 255.3bn won from 172.5bn won.

Gains were across the board, with the exception of fabricated metal and shipping shares. Financial shares rose by a sharp 4.8 per cent in the index value. The Commercial

Bank of Korea was the most active stock with 696,300 shares changing hands. Its price rose 600 won to 11,300 won.

S.Korea

Composite Index



HONG KONG surged on relief that the holiday, taking in the first anniversary of the death of the reformist Hu Yaobang, had passed without new pro-democracy demonstrations in China. The Hang Seng index broke through the key 3,000

level to the highest level since June 4, the day when Chinese troops violently suppressed the student pro-democracy demonstration in central Peking.

The index rose 24.75 to 3,020.44. Strong overseas interest pushed turnover up to HK\$1.58bn from HK\$1.31bn last Thursday. Property shares showed the biggest gains, with Cheung Kong adding 10 cents to HK\$11.40 and Hang Lung Development up 5 cents at HK\$5.15.

AUSTRALIA drifted in thin trading, the All Ordinaries index closing 0.3 higher at 1,499.2. Turnover eased to 54m shares and 1.8bn from Thursday's 68m and AS\$4.8bn.

Elders IXL continued to be the most actively traded stock with 13.79m shares changing hands and closed 2 cents higher at AS\$1.85. News Corp was one of the day's biggest gainers, rising 20 cents to AS\$10.85 on plans to sell more US assets to reduce debt.

TAIWAN started off strongly on hopes of a cut in interest

rates but ended lower as the financial sector, which makes up nearly half of the index, succumbed to selling pressure. The weighted index lost 127.71 to 9,291.61 while turnover rose slightly to NT\$81.5bn from Monday's NT\$80bn. The financial sector's index shed 2 per cent.

MANILA ended mixed in thin volume in the absence of fresh news. The composite index was little changed at 1,096.77, after Monday's close of 1,096.02. Seawares, which led the market in the past two weeks, closed down 1 peso at 60 pesos after reaching a new high of 62 pesos in the session.

SOUTH AFRICA

JOHANNESBURG eased in quiet trading ahead of a policy speech by President FW de Klerk to parliament. Gold shares led the market down in response to weaker bullion prices. The JSE overall share index fell 18 to 3,163.

France underlines its rise in status

MARKETS IN PERSPECTIVE

| | % change in local currency | % change sterling | % change in US \$ |
|--------------|----------------------------|-------------------|-------------------|
| 1 Week | 4 Weeks | 1 Year | Start of 1989 |
| Austria | -1.71 | -2.02 | +102.98 |
| Belgium | +0.26 | +1.34 | -2.04 |
| Denmark | -1.75 | -8.05 | +25.37 |
| Finland | -1.07 | -5.07 | +16.89 |
| France | +1.64 | +6.67 | +23.81 |
| West Germany | -2.35 | +1.56 | +37.72 |
| Ireland | +0.42 | -1.37 | +15.38 |
| Italy | +1.78 | +4.05 | +12.70 |
| Netherlands | -0.88 | -0.72 | +5.14 |
| Norway | -2.00 | -7.49 | +18.24 |
| Spain | +3.35 | +15.76 | +12.33 |
| Sweden | -0.31 | +0.54 | +10.34 |
| Switzerland | -0.10 | -2.78 | +7.08 |
| UK | -0.14 | -1.92 | +6.73 |
| EUROPE | -0.18 | +0.24 | +13.34 |
| Australia | -1.05 | -4.96 | +9.68 |
| Hong Kong | +1.10 | +4.20 | -4.77 |
| Japan | -0.02 | -6.69 | +15.49 |
| Malaysia | +2.38 | -6.50 | +25.05 |
| New Zealand | +1.75 | -2.14 | -2.39 |
| Singapore | +1.71 | -2.17 | +20.03 |
| Canada | -1.87 | -4.84 | +1.56 |
| USA | +0.33 | +0.84 | +15.30 |
| Mexico | +3.99 | +4.63 | +168.84 |
| South Africa | +0.08 | -7.90 | +28.61 |
| World Index | +0.38 | -2.96 | +1.75 |

1 Based on April 13th 1990. Copyright, The Financial Times Limited, Goldman, Sachs & Co., and County NatWest Securities Limited.

By William Cochrane

A MIXED week for shares in Europe, and a nervously volatile one in Japan were offset by a surge in the US before the Easter holiday, sparked by a rally in blue chip oil issues and anticipation of the strong IBM earnings performance to come on Monday.

In aggregate, the result was little change in the FT-Actuaries World Index; but some of the component indices, particularly in Europe, seem to be at a pivotal stage.

France emphasised its rise in international favour, indicated in the first week of April when its equity market rose 4.5 per cent compared with a fractional decline in West Germany. Last week it put on another 1.6 per cent; but Brian Knox, of Kleinwort Benson Securities, was making cautious noises by Thursday about the fresh supply of new issues which recent strength could encourage.

West Germany, for the moment, is the subject of argument. It still attracts strong support from analysts at home, and in the UK. In London, Citicorp Investment Bank said last

week that it had increased its estimate for German GNP growth from 3.5 per cent to 4.0 per cent this year, to take account of the growing plans for investment in the east.

However, West German shares fell by 2.4 per cent last week. Economic and investment opinion is divided: Citicorp classes the stock market decline as a consolidation, with the index still 32 per cent higher since its takeoff point early last November; others counsel caution, looking at the IG Metall wage and working hours campaign, the prospect of political upheaval in East and West Germany, and the persistent decline in the domestic bond market, which has doubled the reverse yield gap between falling bonds and rising equities since the beginning of 1988.

Last week's strongest performers were Latin markets on both sides of the Atlantic: Spain is backed by Salomon Brothers which sees cooling inflation, weak work oil prices and real economic activity set to growth at a sustainable 3.5 per cent per annum; Mexico has seen a rise in the banking sector of over 80 per cent this year.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

| | MONDAY APRIL 16 1990 | FRIDAY APRIL 13 1990 | DOLLAR INDEX |
|---|----------------------|----------------------|----------------------|
| Figures in parentheses show number of stocks per grouping | US Dollar Index | Pound Sterling Index | Local Currency Index |
| Australia (81) | 134.28 | 122.02 | 116.73 |
| Austria (15) | 278.08 | +0.0 | 241.53 |
| Belgium (61) | 148.98 | +0.1 | 135.38 |
| Canada (120) | 138.19 | -0.6 | 125.58 |
| Denmark (38) | 248.93 | -0.3 | 226.21 |
| Finland (26) | 155.76 | -0.2 | 123.37 |
| France (125) | 165.38 | -0.3 | 150.29 |
| West Germany (94) | 134.79 | -0.2 | 122.49 |
| Hong Kong (48) | 123.69 | +0.0 | 112.40 |
| Ireland (17) | 180.03 | -0.1 | 171.78 |
| Italy (96) | 101.90 | -0.3 | 92.23 |
| Japan (454) | 129.99 | -2.3 | 118.12 |
| Malaysia (35) | 217.33 | -0.4 | 197.49 |
| Mexico (13) | 402.53 | 0.3 | 386.90 |
| Netherlands (43) | 138.68 | -0.3 | 123.93 |
| New Zealand (17) | 62.28 | -0.1 | 56.60 |
| Norway (25) | 225.41 | +0.1 | 208.47 |
| South Africa (26) | 189.73 | +0.5 | 172.41 |
| Spain (42) | 147.00 | +1.2 | 133.59 |
| Sweden (35) | 179.95 | -0.2 | 163.53 |
| Switzerland (65) | 81.57 | -0.4 | 83.21 |
| United Kingdom (207) | 135.50 | -0.8 | 125.13 |
| USA (507) | 138.43 | +0.1 | 126.70 |
| Europe (951) | 141.02 | -0.3 | 128.14 |
| Nordic (122) | 186.94 | -0.2 | 162.85 |
| Pacific Basin (651) | 129.90 | -0.1 | 118.05 |
| Euro-Pacific (1952) | 134.75 | -1.2 | 122.45 |
| North America (657) | 138.28 | +0.1 | 128.54 |
| Europe Ex. UK (369) | 135.98 | -0.4 | 122.43 |
| Pacific Ex. Japan (207) | 128.24 | -0.1 | 118.54 |
| World Ex. US (1845) | 135.50 | -1.3 | 123.13 |
| World Ex. UK (2075) | 134.70 | -0.8 | 122.41 |
| World Ex. So. Am. (2222) | 135.50 | -0.8 | 125.13 |
| World Ex. Japan (1928) | 140.18 | -0.1 | 127.89 |
| The World Index (2382) | 135.79 | -0.8 | 123.40 |

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NURDIN & PEACOCK

Another Year of Growth

Pre-tax profits up 8.4%
Dividend up 15.0%
Earnings per share up 10.6%

Results for the year to 31st December, 1989

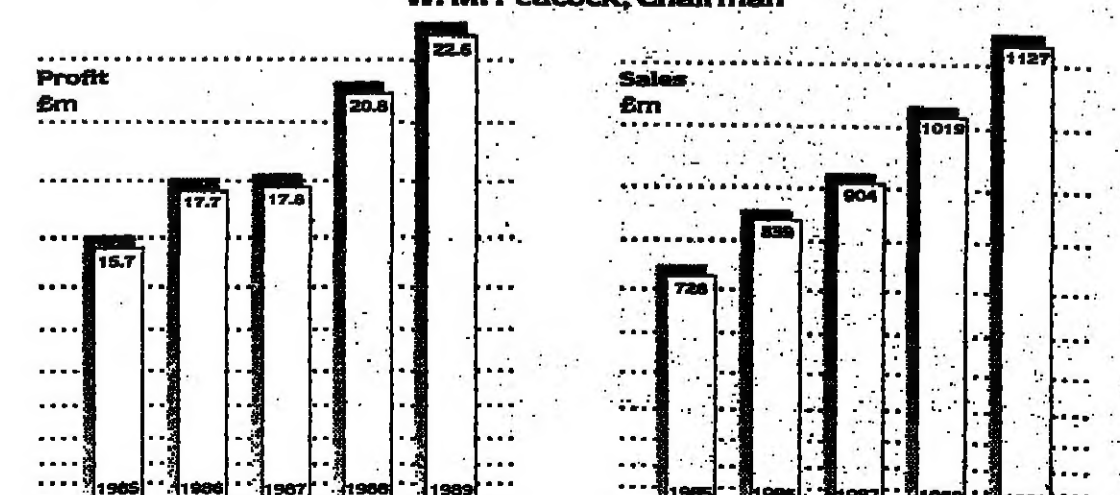
| | 1989 | 1988 |
|--------------------|-----------|-----------|
| Turnover | 1,126,682 | 1,019,367 |
| Profit before tax | 22,606 | 20,865 |
| Taxation | 7,458 | 7,329 |
| Profit after tax | 15,148 | 13,534 |
| Dividend per share | 4.60p | 4.00p* |
| Earnings per share | 12.5p | 11.3p* |

*Adjusted for 1989 Scrip Issue

Highlights from the Chairman's Statement

- Weekly sales of "Happy Shopper" products now over £1.5 million
- Total Cash and Carry branch area now over 3 million square feet
- N & P outperforms main competitors in sales per square foot - by at least 20%
- Accelerating expansion northwards - branches at Stevenage, York, Sheffield & Chester in the pipeline
- A major new initiative to meet the specific needs of the caterer to be launched shortly
- Expanding central distribution capability to improve service

W. M. Peacock, Chairman



The Annual Report and Accounts will be posted to Shareholders on 16th May, 1990 and will be available to the public at the Company's Registered Office on the same date.

THE CASH AND CARRY WHOLESALE

Nurdin & Peacock PLC, Bushey Road, Raynes Park, London SW20 0JJ. TEL: 01-946 9111